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DEPARTMENT OF THE ARMY FIELD MANUAL

THE FIELD ARMY SUPPORT COMMAND

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HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, D.C., 27 December 1968

THE FIELD ARMY SUPPORT COMMAND

	Paragraphs	Page
CHAPTER 1. INTRODUCTION	1-1-1-8	1-1
2. FIELD ARMY SUPPORT COMMAND HEAD- QUARTERS		
Section I. General	2-1-2-3	2-1
II. Operational concepts	2-4-2-13	2-2
III. Other staff elements	2-14-2-16	2-8
CHAPTER 3. SUPPORT BRIGADES		
Section I. General	3-1-3-4	3-1
II. Support brigade headquarters	3-5, 3-6	3-4
III. Support group headquarters (corps or army)	3-7, 3-8	3-5
IV. Personnel and administrative support	3-9-3-12	3-6
V. Maintenance services	3-13-3-17	3-8
VI. Transportation and movements services	3-18-3-21	3-11
VII. Military police services	3-22, 3-23	3-13
VIII. Supply and services	3-24-3-30	3-14
IX. Ammunition service	3-31-3-37	3-21
X. COSCOM	3-38-3-41	3-25
CHAPTER 4. ARMY-WIDE SERVICE ORGANIZATIONS		
Section I. Civil affairs brigade	4-1-4-6	4-1
II. Medical brigade	4-7-4-10	4-4
III. Military police brigade	4-11-4-14	4-6
IV. Transportation brigade	4-15-4-18	4-8
CHAPTER 5. ENGINEER AND COMMUNICATIONS SUPPORT		
Section I. Engineer Support	5-1, 5-3	5-1
II. Communications Support	5-3-5-7	5-2
APPENDIX A. REFERENCES	A-1-A-4	A-1
B. COMBAT SERVICE SUPPORT OF A TYPICAL EIGHT-DIVISION FORCE	B-1, B-2	B-1
INDEX		INDEX-1

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*This manual supersedes FM 54-3, 30 June 1965, including all changes.

WILLIAM J. ...

CHAPTER 1

INTRODUCTION

1-1. Purpose

This manual provides guidance on the organization and operation of a field army support command (FASCOM). It provides information related to combat service support at the higher echelons within a field army. Related field manuals provide more detailed information on specific operations and systems and on organizations at lower echelons. Appendix A lists references that are mentioned at appropriate places herein.

1-2. Scope

a. This manual describes the FASCOM headquarters; units employed with the headquarters; responsibilities of the headquarters; and relationships between field army headquarters, FASCOM headquarters, and major subordinate headquarters. This manual also describes the major subordinate organizations within the FASCOM and the systems or methods through which they provide combat service support to the field army.

b. This manual applies to—

(1) General war, to include a consideration of the employment of and protection from nuclear, Munitions and Chemical, Biological, and Radiological (CBR) Agents and Operations in Nuclear, Chemical, or Biological Environments.

(2) Limited war.

(3) Cold war, to include stability operations.

c. The combat service support doctrine presented in this manual requires the availability of automatic data processing equipment (ADPE) and associated communications systems to permit its full application. Many of these items are under development; therefore, those tasks described in the manual to be performed by ADPE, require a transition period

during which current methods will be replaced as equipment becomes available.

1-3. Recommended Changes

Users of this manual are encouraged to submit recommendations to improve its clarity or accuracy. They should key comments to the specific page, paragraph, and line of the text in which they recommend change. Users should provide reasons for each comment to insure understanding and permit complete evaluation. Users should forward comments direct to the Commanding General, U.S. Army Combat Developments Command Institute of Combined Arms and Support, Fort Leavenworth, Kansas 66027. Originators of proposed changes that would constitute a significant modification of approved Army doctrine may send an information copy, through command channels, to the Commanding General, U.S. Army Combat Developments Command, Fort Belvoir, Virginia 22060, to facilitate review and followup.

1-4. Basic Characteristics of the Field Army

The field army, the largest combat organization capable of sustained administrative and tactical operations, directs the combat operations of its assigned forces and provides them with combat support and combat service support.

a. Composition. The field army consists of a headquarters; a FASCOM, to which nondivisional combat service support troops are assigned; and a variable number of corps, divisions, and other combat and combat support troops. For planning, a typical field army consists of two corps of four divisions each, with a provision for expanding it to three corps of four divisions each.

b. Responsibility. The field army may operate under an army group commander, a joint

force commander, or the theater army commander. Depending on the organization within the theater, a field army commander is responsible to one of the commanders above for both the tactical and the administrative operations of the field army. The field army commander is responsible for providing combat service support to U.S. Army forces and, in accordance with agreements and as directed, to other U.S. and allied forces and civilians in the field army area. The field army commander and major subordinate commanders have territorial responsibility, to include planning, coordinating, and executing rear area protection (RAP) activities.

c. Staff. The field army staff includes assistant chiefs of staff (ACofS), G1, personnel; G2, intelligence; G3, operations; G4, logistics; G5, civil affairs; and comptroller, when authorized. These officers have general staff responsibility for activities in their areas of interest throughout the field army, and they provide advice to the field army commander concerning them. In connection with combat service support operations, they assist the field army commander to develop plans and policies, to maintain liaison with the FASCOM staff to insure that approved courses of action are being followed, and make recommendations to the field army commander concerning necessary changes. Their relationship with the FASCOM staff concerning combat service support operations is essentially the same as their relationship with the corps staffs concerning tactical operations.

1-5. Basic Characteristics of the FASCOM

a. Organization. The FASCOM is designed to support a field army composed of a headquarters, a variable number of combat and combat support nondivisional units, and a variable number of corps and divisions. The FASCOM shown in figure 1-1 is organized to support a field army that includes two corps of four divisions each. The organization can be structured easily to support a larger field army by adding more combat service support organizations. These organizations are formed by using table of organization and equipment (TOE) company or detachment sized elements, including

headquarters, as building blocks. They are based on quantitative workloads, which are expressed as—

- (1) Strengths to be supported.
- (2) Equipment to be maintained.
- (3) Tons to be handled or moved.
- (4) Traffic to be controlled.
- (5) Civilian populations and resources to be considered.

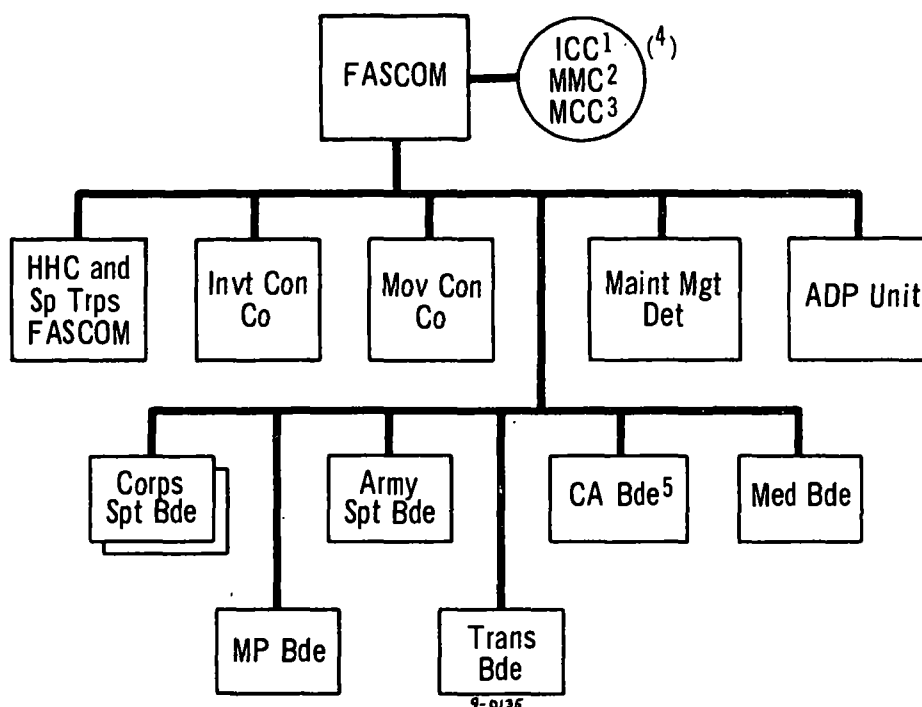
b. Functions. Functions that FASCOM performs include—

- (1) Administration.
- (2) Civil affairs.
- (3) Legal services.
- (4) Maintenance.
- (5) Medical service.
- (6) Military police service.
- (7) Movements.
- (8) Transportation.
- (9) Personnel services.
- (10) Field services.
- (11) Supply.
- (12) Comptroller services.

c. Exceptional Function. The construction function is not normally performed by FASCOM; however, provision is made for attachment of units that perform this function when required.

d. FASCOM Commanding General. The FASCOM commanding general, a major subordinate commander to the field army commanding general, is on the same command level as the corps commanders. He provides combat service support to all field army elements to support the tactical operations that the field army commander directs. In performing his mission, he relieves the field army commander and staff of detailed planning and operational responsibilities in combat service support and in RAP of the field army service area. Thus, the field army commander and his staff can concentrate on the tactical mission and on long-term planning. The FASCOM commanding general, assisted by his staff, commands and controls his subordinate units in all their activities.

e. FASCOM Staff. The FASCOM headquarters staff includes these eight ACofS: personnel; comptroller; civil affairs; security, plans, and operations; services; supply; maintenance;



LEGEND

¹Inventory control center.

²Maintenance management center.

³Movement control center.

⁴Personnel are provided by the invt con co, the mov con co, and the maint mgt det.

⁵When attached to FASCOM

Figure 1-1. FASCOM.

and movements. Technically oriented staff personnel are integrated into the general staff sections as required.

f. Methods of Providing Support. FASCOM, the engineer combat brigades, and the signal brigade provide combat service support.

(1) *FASCOM support.* The FASCOM provides combat service support primarily through two types of major subordinate elements: army-wide service organizations and support brigades.

(a) *Army-wide services.* The FASCOM medical and transportation brigades and a civil affairs brigade when attached, provide army-wide services. These brigades provide medical, transportation and movements, and civil affairs services in all corps areas and in the field army service area. The military police brigade provides army-wide services for prisoners of war and confinement of military prisoners.

(b) *Support brigades.* The support brigades provide supply, maintenance, and other services as designated. In a typical field army one support brigade designated the corps support brigade supports each corps, and one support brigade designated the army support brigade is employed in the field army service area. The headquarters elements of all support brigades are identical, but the numbers and the types of subordinate units vary depending on the area of employment and support requirements. The corps support brigade provides maintenance, supply and services, transportation and movements, personnel and administration, and military police support to all supported elements in the corps area and ammunition service throughout the field army area on the basis of a corps slice. The army support brigade provides maintenance, supply and services and personnel and administration sup-

port to all supported elements in the field army service area and backup supply and maintenance to the corps support brigades.

(2) *Engineer and signal support.* The engineer and signal brigades, directly subordinate to the field army headquarters, provide army-wide engineer (except engineer installation support) and signal services. The engineer and signal brigades perform the functions normally associated with their branches except for supply and maintenance, which are FASCOM responsibilities.

1-6. RAP

a. RAP includes all actions taken to counter enemy threats to units and to reduce damage to activities and installations in the rear area. RAP includes those actions taken before, during, or after attacks to avoid or reduce the effects of enemy actions, major accidents, or national disasters. RAP includes consideration of civil affairs efforts taken before, during, or after the creation of the threat.

(1) RAP includes the separate and specific action of rear area security and area damage control.

(2) RAP potential pertains to those elements of combat support or combat service support units designated to perform a secondary RAP mission.

b. The rear area of the field army (field army service area) is that portion of the field army area between the corps rear boundary and the field army rear boundary. The FASCOM commander is responsible for RAP activities within the field army service area. The corps commander has responsibility for the corps area.

c. The army support brigade and its support groups are the permanently assigned FASCOM elements having RAP responsibilities for the field army service area. The army support brigade has an area damage control center (ADCOC) and each support group in the army support brigade has a rear area operations center (RAOC) that—

(1) Identifies RAP forces, plans their employment, and controls them when activated.

(2) Collects, collates, and disseminates information pertaining to operations of the area.

d. FM 19-45-1 (Test) provides additional details on the RAP concept, organization, and operations.

e. FM 3-1 (Test) describes functions and responsibilities in RAP.

1-7. Base Defense

Base defense, which employs many of the RAP techniques and procedures, consists of local military measures required to nullify or reduce the effectiveness of enemy attacks on, or sabotage of, a base. JCS Pub. 2 contains further information on base defense operations.

1-8. Impact of Hostile Use of CBR Weapons

a. General. The combat service support system described herein is designed to operate under the threat of, or actual use of, CBR weapons. The system represents a combination of dispersed units, dispersed stocks, and responsive command structures. Large combat service support installations become prime targets for nuclear attack. The relatively large numbers of personnel needed to operate such installations may also constitute targets for biological or chemical attack. Careful planning keeps the size of combat service support installations to the minimum necessary to permit mission accomplishment. Such planning also includes measures to provide the flexibility necessary to support the tactical forces successfully under any type of attack.

b. Flexibility. To provide effective support under the conditions imposed by enemy CBR capabilities, combat service support organizations and systems must be flexible. The flexibility depends on adequate communications and on adequate numbers of properly located and dispersed installations. Emphasis is on maintaining the flow of supplies rather than on stockpiling supplies. Essential stocks, however, are maintained near anticipated points of consumption to permit continued operation when normal supply channels are interrupted.

c. Alternate Channels and Facilities. Combat service support plans must provide for alternate channels and resources for each type of support. Dispersal of support means (units, equipment, facilities, installations) of any one particular type as much as practicable will

minimize destruction of the capability by one attack. Support means should be dispersed and duplicated to the degree that enemy capabilities indicate and the mission permits.

d. Specific Effects on Support Functions. In addition to immediate casualties and other damage, enemy use of CBR weapons produces specific and far-reaching effects on combat service support functions. Moreover, the threat of use of such weapons requires provision of appropriate countermeasures in all planning.

(1) *Supply.* Reducing the vulnerability of supply operations requires dispersion (both in transit and in storage), protective packaging, cover, and rapid relocation. Supplies exposed to contamination are monitored before use or issue. Class I supplies and water suspected of any form of contamination require special attention.

(2) *Maintenance.* Frequent movement of maintenance units and facilities may be required. However, movement reduces the time available for maintenance and requires the evacuation of more maintenance work to the rear. When contaminated or suspected contaminated equipment requires maintenance, the maintenance unit checks it before undertaking its repair.

(3) *Medical service.* Large, unanticipated increases in casualties may result from CBR attack and cause great disparities between

medical resources and the medical workload. Under such circumstances, medical elements require patient evacuation assistance from other organizations. Care and treatment of patients may be limited to life-saving procedures.

(4) *Construction.* Protective features are needed in communications facilities headquarters and other critically important installations. Many facilities may be both damaged and contaminated. In such instances, construction of new facilities may be easier and less time consuming than the decontamination and rehabilitation of damaged facilities.

(5) *Transportation.* Establishment of alternate routes for supplies and for other essential traffic is of great importance. Detours and rerouting, however, may significantly reduce the effectiveness of transportation units. Availability of transportation for relocating and resupply is essential.

(6) *Discipline, law and order.* Enemy employment of CBR weapons increases problems of traffic control, evacuation of personnel (patients, civilians, prisoners of war), and security of critical installations. Contamination of areas, facilities, and traffic routes results in confusion and decreased control and imposes heavy demands for sealing off areas and routes and collecting military personnel for return to their units.



CHAPTER 2

FIELD ARMY SUPPORT COMMAND HEADQUARTERS

Section I. GENERAL

2-1. Mission and Functions

a. Mission. Field army support command (FASCOM) headquarters—

(1) Commands, controls, and supervises all assigned and attached units.

(2) Plans and directs the provision of combat service support (less engineer services), through its functional control centers and subordinate operating commands, to Army forces in the field army and to other forces as designated.

(3) Plans, coordinates, and supervises physical security and rear area protection (RAP) activities within the field army service area.

(4) Provides staff advice and planning assistance to the field army commander on combat service support activities.

b. Capabilities. FASCOM headquarters—

(1) Provides command, control, administration, and supervision for assigned and attached units.

(2) Develops overall plans and policies for combat service support to field army forces and other forces as designated.

(3) Determines combat service support requirements for the forces supported and recommends priorities and allocations to field army headquarters.

(4) Coordinates and exercises management control over combat service support activities of its subordinate commands.

(5) Develops and provides policies, guidance, priorities, and allocations to subordinate commands.

(6) Plans, coordinates, and supervises physical security and RAP activities within the field army service area.

(7) Coordinates combat service support activities with the supporting logistical base.

(8) Advises the field army commander and his staff on matters falling within the FASCOM areas of responsibility.

2-2. Size and Location

A typical FASCOM as depicted in figure 1-1 includes approximately 79,000 persons plus the installations, equipment, and facilities needed to provide combat service support to a typical eight-division field army. The FASCOM headquarters includes approximately 440 persons plus the vehicles, other equipment, and facilities needed to enable the commander and his staff to perform their functions in controlling and directing the operations of the command.

a. Field army headquarters and the FASCOM headquarters, together with its functional control centers, are normally located in the field army service area. A close relationship exists between field army headquarters and FASCOM headquarters. Therefore, FASCOM headquarters (or appropriate elements thereof) must be within reasonable travel distance of field army headquarters.

b. The number of major headquarters in the field army service area demands the proper use both of dispersion and of cover and concealment. The factors to be balanced are successful mission accomplishment and the risk that is acceptable in view of enemy capabilities.

2-3. Command Relationships

a. With Field Army. The FASCOM is a major subordinate command of the field army. The field army headquarters makes broad, long-range plans for the combat service sup-

port of anticipated tactical operations and issues mission-type orders to the FASCOM. The FASCOM develops detailed plans, policies, and directives for combat service support in conformance with field army policies, directives, and guidance. The FASCOM executes assigned missions.

b. With Corps. The FASCOM is on the same command level as a corps. The corps headquarters does not provide combat service support to units in the corps area or to divisions. The FASCOM provides support through its army-wide service organizations and the corps support brigade. It assists the corps in RAP activities.

c. With Supported Divisions and Nondivisional Units. The FASCOM provides general support (GS) to divisions and direct support (DS) and GS to nondivisional units. It also provides "backup" DS to divisions when required.

d. With Field Army Engineer and Signal Services. FASCOM construction and communications requirements are referred to field army. Field army priorities established for these services are the bases for mission-type orders that engineer and signal units will execute in support of FASCOM.

e. With Elements of the Communications Zone. The FASCOM maintains a close working relationship with elements of the communications zone (COMMZ) within field army policies. Control centers of FASCOM headquarters place requirements directly on their counterpart centers in the COMMZ. Coordination of interzonal movements of replacements, units,

and supplies requires placement of liaison personnel from the COMMZ at critical control points within the field army.

f. With the U.S. Army Security Agency Group. The U.S. Army Security Agency (USASA) group support of FASCOM operations is provided as arranged by field army headquarters. These arrangements may include support of FASCOM communications, security, civil affairs, stability and/or RAP operations.

g. With Other Services, Other National Forces, Host Nations, and Host-Nation Military Organizations. Within field army policies, the FASCOM establishes and maintains necessary working relationships with other Services, national forces, and civilian authorities in the field army area. In accordance with inter-Service and international agreements and field army policies and plans, the FASCOM provides combat service support to these agencies or calls on them for resources.

h. With Subordinate Commands. Formal relations with subordinate commands are through command channels. The staff maintains informal liaison directly with the coordinating staffs of subordinate commands on technical matters.

i. With Functional Control Centers. The FASCOM assistant chiefs of staff (ACofS), supply, movements, and maintenance, supervise the FASCOM inventory control, movement control, and maintenance management centers respectively. There are no direct relationships between the FASCOM coordinating staff and the functional control centers of higher or lower echelons.

Section II. OPERATIONAL CONCEPTS

2-4. Introduction

TOE 54-12 provides the organization for the FASCOM headquarters (fig. 2-1). This headquarters has a coordinating staff and a small special staff, which consists of the staff judge advocate (SJA), inspector general (IG), information officer (IO), the adjutant general's (AG) office, and the headquarters commandant (para 2-14). The staff officers advise the FASCOM commander in their specialized fields, make recommendations based on their detailed

knowledge of these fields, and provide staff advice to subordinate units. Orders and direct instructions for subordinate units of the command are issued by authority of the commander. The general staff includes the deputy commander-chief of staff, the secretary of the general staff, and the eight ACofS. The deputy commander-chief of staff and the secretary of the general staff perform the functions described in FM 101-5. Subsequent paragraphs describe the duties of the ACofS.

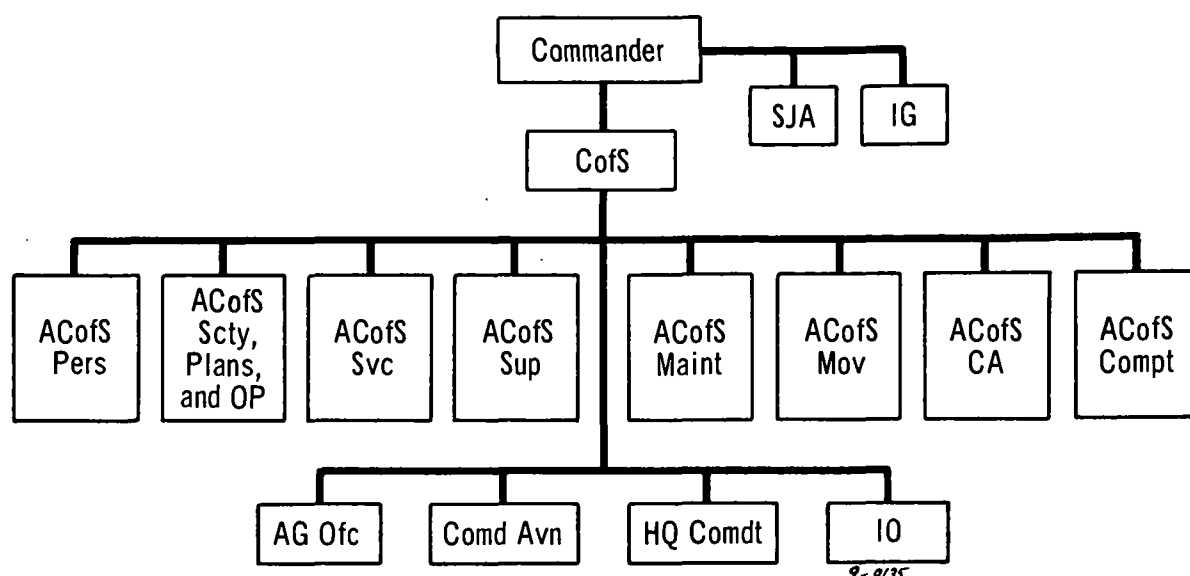


Figure 2-1. HHC, and sp trps, FASCOM.

2-5. Operations

FASCOM headquarters performs the normal staff functions of a higher headquarters such as development and provision of policies, planning guidance, priorities, and allocations to its subordinate commands and reviews the plans of its subordinates. In addition, FASCOM headquarters develops army-wide plans for combat service support to include estimates and analyses. It also computes overall requirements for the field army; manages the field army reserve stocks; coordinates movements and throughput with elements of the COMMZ; develops and manages the maintenance support plan; balances resources, and coordinates personnel records, management, and pay activities of FASCOM and supported nondivisional units. FASCOM headquarters accomplishes much of its centralized control, evaluation, and management through its three functional control centers: inventory, maintenance management, and movement. Chapter 3 contains a further discussion of these control centers.

2-6. ACofS, Personnel

The ACofS personnel—

a. Develops personnel plans, programs, and policies, including promotions, appointments, demotions, classifications, assignments, decora-

tions, awards, separations and rotations, administrative policies, forms management, records disposition, reproduction control, and publications control.

b. Maintains continuous personnel loss estimates and obtains summarized personnel information for FASCOM headquarters' use in preparing support plans. He recommends individual replacement allocations and priorities for FASCOM units.

c. Processes those personnel and administrative actions that, by regulation or policy, require action by the FASCOM commander.

d. Exercises coordinating staff responsibility for postal and special services activities.

e. Exercises general staff supervision over the AF office.

f. Establishes policies and criteria for management and operation of the personnel services centers of subordinate commands.

g. Develops the portion of the command administrative order for those functions over which he exercises staff supervision.

h. Develops and makes recommendations for the troop basis and changes to tables of organization and equipment (TOE) pertaining to the units over which he exercises staff supervision.

i. Coordinates the activities of the staff military police officer. The military police officer is

a technical adviser to the FASCOM commander and staff on military police matters. He—

(1) Plans, coordinates, and supervises military police functions in the area of discipline, law and order; prisoners of war and civilian internees; criminal investigation; and confinement and rehabilitation.

(2) Develops plans and policies for processing, confining, and evacuating prisoners of war and civilian internees.

(3) Develops and supervises the command's crime prevention and criminal investigation policies and programs.

(4) Establishes basic confinement, retention, and evacuation policies for military prisoners.

j. Coordinates the activities of the staff chaplain. The staff chaplain—

(1) Develops and coordinates an overall area and denominational religious coverage plan for the command.

(2) Exercises technical supervision over chaplains of the FASCOM and provides them professional assistance.

(3) Develops plans and recommendations for integrating chaplain support into appropriate command plans and operations.

(4) Prepares and supervises the technical and professional training program of instruction for chaplains and chaplain assistants.

k. Coordinates the activities of the medical staff officer. The medical staff officer is a technical adviser to the FASCOM commander and staff on medical matters. He—

(1) Advises the commander and staff on technical medical matters.

(2) Coordinates the medical portion of FASCOM plans and policies with the medical brigade.

(3) Makes plans and recommendations for the procurement and assignment of medical units to the medical brigade.

(4) Exercises technical control over medical training throughout the command including sanitation, first aid, and hygienics for all troops.

(5) Collects, evaluates, and disseminates medical intelligence in coordination with ACofS, security, plans, and operations.

(6) Advises and assists the civil affairs officer in planning and coordinating civil public health services.

(7) Plans and coordinates the medical aspects of RAP within the FASCOM area of responsibility.

(8) Develops guidance for implementation of theater medical support and evacuation policies.

l. Coordinates and consolidates military and civilian labor requirements of the command and develops policies governing use of labor. Coordinates indigenous labor matters with the ACofS, civil affairs.

m. Provides a liaison capability for individual personnel actions for members assigned to the headquarters.

2-7. ACofS, Comptroller

The ACofS, comptroller—

a. Provides management advice and assistance.

b. Conducts management surveys and special project studies.

c. Evaluates new missions and recommends the most efficient and expeditious methods of accomplishment.

d. Administers the reports control program of the command.

e. Analyzes FASCOM funding programs and budget guidance and develops and recommends courses of action.

f. Coordinates and develops a command position on budgetary matters and prepares budgetary reports.

g. Performs periodic analysis of resource utilization.

h. Reviews established automatic data processing systems (ADPS) utilization and recommends appropriate changes to the chief of staff.

i. Maintains inventory and operating status reports of ADPS assigned to command and subordinate elements.

j. Reviews proposals for changes in ADPS and recommends allocation of automatic data processing equipment (ADPE) within FASCOM.

k. Conducts internal reviews of FASCOM headquarters and subordinate elements.

l. Audits FASCOM nonappropriated fund activities.

m. Interprets regulations and directives governing nonappropriated funds.

n. Performs staff review of reports of survey and reports of boards of officers provided for in AR 735-11.

o. Exercises staff supervision over FASCOM finance functions and resolves technical finance matters. He develops plans, policies, and programs for coordinated finance activities.

p. Implements theater policies governing travel, pay, disbursement, collections, and fund accounting as pertain to FASCOM.

q. Analyzes currency and funding requirements and need for and use of banking facilities and recommends appropriate action.

r. Monitors savings bond and life insurance programs.

s. Reviews and recommends action to be taken on reports of investigation of loss of funds.

t. Recommends action to be taken on requests to keep or increase cash on hand or to appoint deputies to disbursing officers.

u. Establishes, as authorized, imprest funds or recommends action to be taken on such requests.

v. Develops policy and exercises staff supervision for emergency backup of automated operations and/or conversion of such operations to manuals systems.

w. Exercises staff supervision on the utilization of funds.

x. Conducts internal reviews of appropriate fund activities, as required, to insure accuracy of records and proper safeguarding of assets.

y. Plans, schedules, and conducts the commander's work simplification program.

z. Develops and monitors the work measurement program for table of distribution and allowances (TDA) elements.

aa. Administers that portion of the Army cost reduction program that pertains to technical data and reports, management improvement functions, and ADPS.

ab. Conducts organizational studies and develops required organizational and functional manuals.

ac. Performs a continuing analysis of fund

utilization, identifies trends, identifies problem areas, and recommends solutions.

ad. Compiles statistical reports and coordinates presentation of formal reviews and analyses.

ae. Develops operating programs and recommends changes to the Army management structure.

af. Conducts internal reviews involving all organizational and operating procedures adopted to safeguard assets, insures the accuracy and reliability of records, promotes efficiency, and insures adherence to prescribed regulations and directives.

ag. Represents the command in maintaining contact with the General Accounting Office and the U.S. Army Audit Agency.

ah. Distributes information identifying areas of command emphasis.

2-8. ACofS, Civil Affairs

The ACofS, Civil Affairs—

a. Serves as the principal staff assistant to the commander in matters pertaining to the civil population and its government, economy, and institutions in the FASCOM area of operations.

b. Supervises relationships between civil and military authority and insures that they are in consonance with treaties, agreements, customary international law, U.S. policy, and guidance received from higher headquarters.

c. Coordinates civil affairs matter with other staff sections and CA units whose activities are of interest to the FASCOM.

d. Provides for continual analysis of economic conditions in the area of operations and institutes needed controls to prevent interference with military objectives.

e. Advises the commander, staff, and other commands on the status and activities of civilian organizations and population groups in the area and determines the impact of military operations on the political, economic and sociological functions of the area.

f. Negotiates and coordinates with agencies, individuals, and organizations of the indigenous government and U.S. and allied agencies in joint or parallel functions.

g. Develops and prepares planning guidance

and policies for the implementation and coordination of civil affairs activities within the FASCOM area of operations.

h. Determines the availability and location of labor and materiel resources for the military forces.

i. Maintains staff supervision over the civil affairs brigade elements attached to the FASCOM.

j. Establishes procedures for the control and care of refugees, evacuees, and displaced persons.

2-9. ACofS, Security, Plans, and Operations

The ACofS, security, plans, and operations—

a. Prepares policies, plans, and programs pertaining to command organizations, operations, and functions.

b. Develops and maintains the troop basis and coordinates and recommends TOE changes.

c. Develops and coordinates command operations and administrative orders.

d. Develops policies, programs, and plans for the training of the command and evaluates them.

e. Coordinates displacements of subordinate commands and location of facilities.

f. Develops plans and policies for intelligence/counterintelligence information, counterespionage, countersubversion, and countersabotage in coordination with the field army G2, and the field army military intelligence (MI) battalion and disseminates intelligence/counterintelligence within the command.

g. Develops policies and plans for RAP and physical security of the army service area, coordinates and supervises these activities, and forwards requirements for tactical support to field army headquarters. He monitors (through the corps support brigade) those activities in the corps rear area that affect combat service support operations.

h. Develops and makes recommendations for decontamination operations, to include the establishment of field decontamination stations, and provides chemical, biological, and radiological (CBR) advice as outlined in FM 3-1 (Test).

i. Develops policies and plans for evaluat-

ing, presenting, and making recommendations for improvement of unit readiness of the command and maintaining cognizance thereof.

j. Prepares communications policies, plans, and requirements for the command.

k. Coordinates the collection and distribution of weather data.

2-10. ACofS, Services

The ACofS, services—

a. Prepares policies, plans, and programs and coordinates and supervises:

(1) Activities in the areas of engineering services as they apply to combat service support.

(2) Decontamination services, post exchange, graves registration, food service, repairs and utilities, laundry, bath, clothing exchange, renovation, and applicable engineer services.

b. Develops the services portion of the command administrative order.

c. Develops and makes recommendations for the troop basis and changes to TOE of service units.

d. Develops and recommends priorities, in conjunction with other coordinating staff sections, for the services provided.

e. Develops and coordinates requirements for real estate and field installations for the command and prepares plans for their acquisition, allocation, and use.

f. Recommends numbers and locations of army cemeteries, provides policies and procedures on evacuation of remains and personal effects, and develops policies governing hasty burials.

g. Develops policies and plans for provision and location of laundry and bath facilities, frequency of usage, and criteria for establishment of clothing exchange operations.

h. Develops policies and plans for post exchange operations including locations, area coverage, and scope of operations. He makes recommendations pertaining to criteria and procedures for gratuitous issues as appropriate.

i. Coordinates engineering service requirements for FASCOM with field army headquarters G4.

j. Provides CBR advice as outlined in FM 3-1 (Test).

2-11. ACofS, Supply

The ACofS, supply—

a. Develops policies, plans, and programs and coordinates and supervises supply activities including salvage and property disposal.

b. Develops the supply portion of the command administrative order.

c. Supervises the inventory control center (ICC) and establishes policies and criteria for management and operation of the stock control centers (SCC) of subordinate commands.

d. Establishes supply levels based on directives of higher headquarters.

e. Recommends allocations and criteria for controlled items in accordance with priorities.

f. Determines supply requirements for the field army.

g. Balances supplies among support brigades in consonance with requirements of the tactical situation.

h. Coordinates and supervises command procurement to insure compliance with policies of higher headquarters.

i. Develops policies, plans, and criteria for the operation of scheduled supply or automatic supply, as appropriate, and supervises this operation.

j. Coordinates throughput policies and criteria with the ACofS, movements, FASCOM headquarters, and with appropriate coordinating staff sections of COMMZ headquarters.

k. Coordinates supply plans and requirements with the ACofS, maintenance, FASCOM headquarters, pertaining to use of reparable assets to meet supply plans and requirements.

l. Reviews supply activities on the basis of summary management reports (computer printouts) to evaluate efficiency of supply functions and to insure that supply policies, plans, and programs are effective.

m. Reviews and approves supply procedures (requisition, issue, storage, and accounting) and modifications thereto.

n. Develops and promulgates criteria and processing procedures for emergency requisitions.

o. Reviews and approves proposed stockage

lists and policies for subordinate commands at GS level.

p. Develops and promulgates criteria for determining requirements and consumption factors, analysis of demand data, and development of stockage lists.

q. Develops and makes recommendations for the troop basis and changes to TOE pertaining to supply units.

r. Provides CBR advice as outlined in FM 3-1 (Test).

2-12. ACofS, Maintenance

The ACofS, maintenance—

a. Develops plans, policies, and programs and coordinates and supervises maintenance activities.

b. Develops the maintenance portion of the command administrative order.

c. Supervises the maintenance management center (MMC) attached to FASCOM headquarters and establishes policies and criteria for management and operation of the MMC's of subordinate commands.

d. Develops policies and guidance for the establishment of uniform procedures for the collection, analysis, reporting, and presentation of maintenance management information and for the purposes of the army equipment records system.

e. Develops policies and plans for the collection or evacuation or both of materiel to include evacuation instructions and condition standards.

f. Establishes maintenance standards for inspection.

g. Develops policies and plans for evaluating, presenting, and making recommendations for improvement of the materiel readiness status of the command and maintaining cognizance thereof.

h. Establishes and reviews, in coordination with the ACofS, supply, FASCOM headquarters, priority schedules for repair of materiel to insure that the maintenance effort is in consonance with supply requirements and items in short supply.

i. Develops and makes recommendations for the troop basis and changes to TOE pertaining to maintenance units.

j. Develops policies, plans, and procedures for balancing maintenance resources as required and for providing technical assistance and data to maintenance units.

k. Reviews summaries of equipment improvement recommendations and develops recommendations, policies, and plans to insure corrective action.

l. Coordinates maintenance plans with the ACofS, supply, FASCOM headquarters, to insure timely availability of parts and assemblies for scheduled programs.

m. Provides CBR advice as outlined in FM 3-1 (Test).

2-13. ACofS, Movements

The ACofS, movements—

a. Develops plans, policies, and programs for movements and transportation service and coordinates and supervises these activities.

b. Develops the transportation portion of the command order.

c. Directs and supervises the movement control center (MCC) attached to FASCOM headquarters, and establishes policies and criteria for management and operation of the MCC's of subordinate commands.

d. Develops and makes recommendations for

the troop basis and changes to TOE pertaining to transportation organizations.

e. Recommends movements priorities and allocations of transportation modes.

f. Develops policies and criteria for the activities of traffic headquarters to include provision of policies and criteria concerning the traffic circulation plan, traffic control plan, and route classification and coordinates and supervises their execution. He reviews the traffic circulation plan and traffic control plan and recommends priorities for use of time and space on the controlled road network.

g. Establishes policies and criteria for development of the movements control plan and program and coordinates throughput policies with the ACofS, movements, COMMZ headquarters.

h. Develops requirements for transport and terminal transfer operations.

i. Coordinates with the staff elements of COMMZ and support brigades regarding policy for the employment of transportation, establishment of interrelated movement procedures, and coordination of movement plans in support of future operations.

j. Coordinates with the designated staff surgeon on matters of patient regulation and evacuation.

Section III. OTHER STAFF ELEMENTS

2-14. Special Staff

The special staff of the FASCOM commander consist of:

a. IO. The IO advises the commander on all aspects of command information and public information. He disseminates command information to appropriate information media; conducts a continuing public relations program to maintain understanding, good will, and support; and prepares the public information and command information portions of operation plans and orders.

b. IG. The IG advises the commander on matters pertaining to the performance of mission; the state of discipline, efficiency, and economy; and other matters as the commander directs. He conducts inspections and investigations and recommends remedial action to cor-

rect deficiencies noted; receives, investigates, and reports on allegations, complaints, and grievances of individuals and agencies within the command; and advises the commander concerning the releasability of information from IG reports of inspection or investigation.

c. SJA. The SJA provides legal advice to the commander, staff, and subordinate commanders. He supervises military justice within the command; provides legal assistance and advice to military personnel and their dependents concerning personal, civil, and legal problems; supervises administration of war crime matters; examines and furnishes legal advice concerning procurement contracts; provides opinions on matters pertaining to military affairs and international law; and supervises and administers all matters pertaining to claims, including recommended courses of action.

d. AG Office. The AG is assigned operational and technical supervision responsibilities for certain administrative and personnel services within the headquarters. The functions of the AG office include—

(1) Provision of internal administrative services to the headquarters, including distribution center, reproduction facilities, central classified document control and repository, and library service for headquarter's correspondence and publications.

(2) Coordination with the servicing Army Post Office for receipt and dispatch of headquarters official mail.

e. Headquarters Commandant and Special Troops.

(1) The headquarters commandant performs the usual staff functions as outlined in FM 101-5 and commands special troops.

(2) The headquarters company provides the command element for enlisted personnel of the headquarters as well as unit-level support of headquarters, to include mess and organizational supply and maintenance of most organic equipment. The company can operate a headquarters mess on a 24-hour basis. The company commander functions under the operational control of the headquarters commandant. An executive officer and a first sergeant assist him.

(3) Special troops consist of other units or elements assigned or attached for support of the headquarters (e.g., ADPU, transportation car company, military police company, signal operations company, etc).

f. Liaison Officer. The liaison officer, although not a member of the special staff—

(1) Primarily maintains continuity in the exchange of information and promotes cooperation and coordination of effort by personal contact between FASCOM headquarters and his parent unit.

(2) Normally works under the direction of the chief of staff and represents his own commander.

(3) Keeps himself informed of his own unit's situation and makes this information available to the commander and staff of FASCOM.

(4) Makes continuing reports on matters within the scope of his mission, keeps appropriate

records, and advises the commander of FASCOM on the contents of reports he sends back to his own headquarters.

2-15. Automatic Data Processing Center

A single automatic data processing center (ADPC) at FASCOM headquarters services all appropriate combat service support functions. This center, provided by an assigned ADPU operates under the staff supervision of the ACofS, comptroller. Personnel in the ADPC operate the computer and related equipment and provide computer services to the various elements of FASCOM headquarters. The ADPC is not involved in any respect in the management of the combat service support functions; it simply provides machine services. The ADPC uses computer programs developed centrally in the continental United States (CONUS). Only minor modifications may be made to these systems and computer programs locally.

2-16. Functional Control Centers

The FASCOM has three functional control centers: inventory, maintenance management, and movement. Each control center uses the computer capabilities of the ADPU that is assigned to the FASCOM headquarters, and each functions under the supervision of the appropriate coordinating staff sections. These control centers are the "management centers" for their respective functional areas. Control center personnel perform day-to-day planning for operations, implement policies and plans of the coordinating staff, develop and apply operating procedures, make continuing analyses of operations, and apply corrective action. They also develop pertinent portions of plans and programs, develop requirements, and make management decisions pertaining to daily operations. The centers perform these functions within the parameters of policies, plans, priorities, and allocations that the FASCOM coordinating staff provides. The control centers maintain a close day-to-day relationship with the ADPC, but operate mainly on a management-by-exception principle by highlighting the exception and automating the routine.



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CHAPTER 3

SUPPORT BRIGADES

Section I. GENERAL

3-1. Introduction

This chapter discusses the support brigades in general terms; FM 54-4 and other field manuals referenced throughout this chapter provide a more detailed discussion.

a. Mission. The support brigades provide, within assigned responsibilities, combat service support to divisional and nondivisional units. A support brigade may be—

(1) *A corps support brigade.* This brigade, assigned to a field army support command (FASCOM), supports divisional and nondivisional units normally located in a corps area.

(2) *An army support brigade.* This brigade, assigned to a FASCOM, supports units located in or in transit through the army service area.

(3) *A corps support command (COSCOM).* This brigade, assigned to a separate corps headquarters, performs the functions of a FASCOM for all units assigned and attached to the corps. When assigned to an independent corps, the support brigade is responsible for all combat service support to include theater base activities.

(4) *A division support brigade.* This brigade, assigned to a separate division, performs the functions of a FASCOM for all units assigned and attached to the division. When assigned to an independent division, the mission of the support brigade is comparable to that of a COSCOM supporting an independent corps.

b. Functions. Depending on the capabilities of units attached, the support brigade can furnish personnel and administration, maintenance, transportation and movements, military police, and supply and services support, which are explained in subsequent sections.

3-2. Organization

a. The organization of a corps support brigade varies with the assigned mission and the units made available by FASCOM. This brigade normally includes a headquarters with associated functional control centers (stock, movement, maintenance management, and personnel service), an automatic data processing center (ADPC), two support group headquarters, an ammunition group, a personnel and administration battalion, a military police battalion, and a motor transport battalion. The number of supply and service battalions, petroleum supply battalions, and maintenance battalions assigned to the support groups and the number of units within all battalions will vary according to workload.

b. Comparison of figures 3-1 and 3-2 illustrates the differences between the army support brigade and the corps support brigade. These differences include the following:

(1) Military police, transportation, and movement control services are provided by FASCOM.

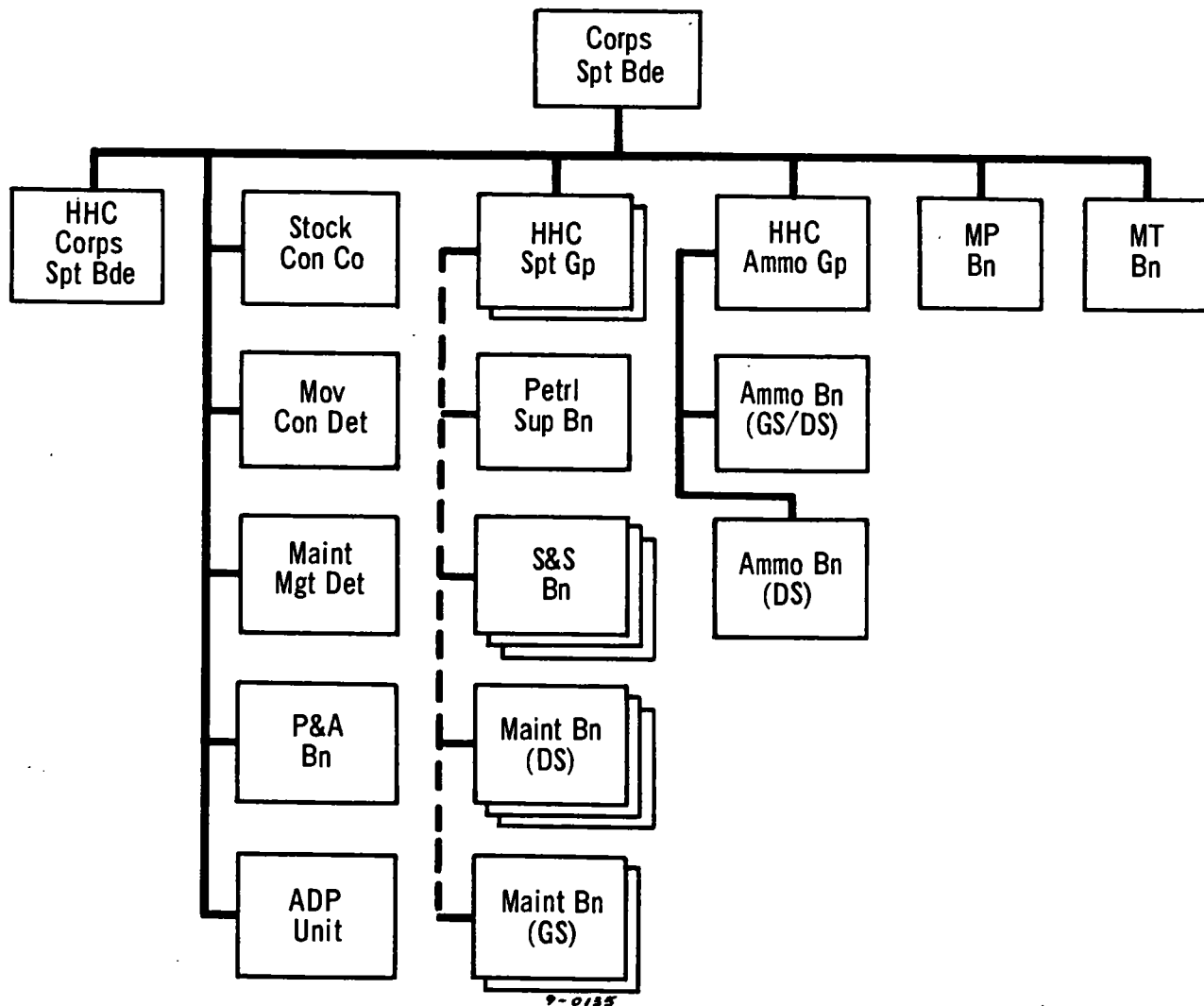
(2) Ammunition service is provided by the corps support brigade for corps slices of the field army.

(3) Aircraft maintenance battalions are formed in the army service area because of the greater workload in this area.

(4) A number of specialized units may be added to battalions assigned the army service area to provide backup services to corps support brigades.

3-3. Command Relationships

a. With FASCOM. The support brigade is a major subordinate command of the FASCOM.

**LEGEND**

--- Variable number of bn assigned to spt gp.

Figure 3-1. Corps spt bde supporting a four-division corps.

b. With Corps. The corps support brigade supports corps units and maintains close coordination with the corps headquarters.

c. With Other FASCOM and Field Army Units. The support brigade provides combat service support within assigned capabilities.

3-4. Operations, Organization, and Capabilities

Support brigade operations, organization, and

capabilities are composites of the combat service support activities that the separately organized units may be assigned to perform. Subsequent sections describe these units. In general, each of the several headquarters, detachments, companies, and cellular organizations can perform a given workload in specific areas of combat service support. Their organization is on a "building block" principle; they normally are self-sufficient as separate tables of

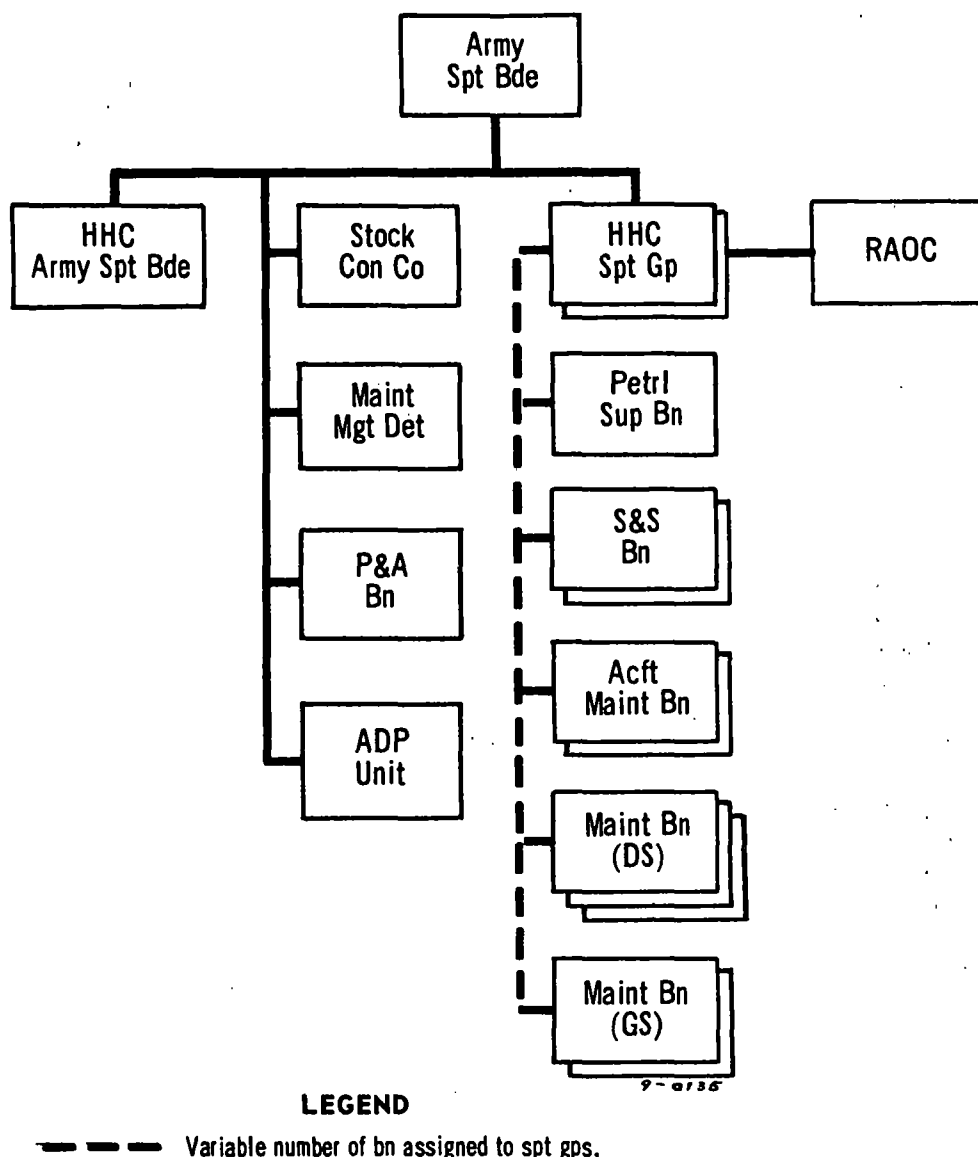


Figure 3-2. Army spt bde supporting an eight-division force.

organization and equipment (TOE) units. These separate units, or subelements, with proper adjustments to insure self-sufficiency, can support forces less than division size. Battalion and group headquarters are added as the support force increases. Principles of brigade flexibility follow:

a. As part of FASCOM, the brigade can be structured to support less than four divisions by decreasing the number of units required to

support the typical four-division force (fig. 3-1).

b. As a COSCOM, the brigade assumes the role of a FASCOM by adding medical, civil affairs, transportation, military police, and specialized units of the army support brigade.

c. As a division support brigade, the brigade may be structured for support of a division operating separately by reducing the number of units required as a COSCOM.

d. In support of an independent division or corps, the brigade is structured to include required field army support units and theater base units of the communications zone (COMMZ).

e. In support of a task force, the brigade is structured to provide the required combat service support. The brigade is assigned to the task force commander and receives its directions from him.

Section II. SUPPORT BRIGADE HEADQUARTERS

3-5. General

a. Mission and Functions.

(1) *Mission.* The support brigade headquarters commands, controls, and supervises all assigned and attached units.

(2) *Functions.* The support brigade headquarters—

(a) Plans and directs the provision of specified combat service support, through its functional control centers and subordinate operating commands, to Army forces in the field army service area or corps area and to other forces as designated.

(b) Plans, coordinates, and supervises physical security and rear area protection (RAP) activities when employed in the army service area and assists the corps in RAP activities when employed in support of a corps.

(c) Provides staff advice and planning assistance to the FASCOM and supported tactical commander on combat service support activities.

(d) Determines combat service support requirements for supported forces.

b. *Organization.* The organization of support brigade headquarters is similar to that of FASCOM headquarters (fig. 2-1); however, the support brigade headquarters has no assistant chief of staff (ACofS), civil affairs. Therefore, the ACofS, security, plans, and operations, staff section accomplishes the normal functions of that section.

c. Command Relationships.

(1) *With higher commands.* The support brigade is under the command of and receives policy direction, broad guidance and planning, and general supervision from FASCOM headquarters or, when appropriate, other controlling headquarters such as corps or division.

(2) *With parallel commands.* Normal staff relationships exist.

(3) *With subordinate units.* The support brigade headquarters exercises management of the missions of subordinate units through command channels. Technical liaison is maintained directly by the coordinating staff with subordinate units and with the staff of support group headquarters.

(4) *With functional control centers.* The support brigade headquarters coordinating staff exercises operational control over the support brigade headquarters functional control centers. There are no direct relationships between the support brigade headquarters coordinating staff and the functional control centers at FASCOM headquarters. Functional control centers at support brigade headquarters maintain direct technical liaison with the functional control center at FASCOM headquarters.

3-6. Operational Concepts

The support brigade headquarters—

a. Operates similarly to FASCOM headquarters in that it performs the normal staff functions of a higher headquarters such as development and provision of policies, planning guidance, priorities, and allocations to its subordinate units.

b. Develops overall plans for providing support to a corps or army service area to include estimates, orders, and analyses.

c. Computes requirements for the forces that it supports, manages assigned stocks, coordinates movements and throughput with FASCOM headquarters, develops and manages the maintenance plan, balances resources, and maintains central control of personnel management and records.

d. Accomplishes much of its centralized control, evaluation, and management through its functional control centers: stock, maintenance

management, movement, and personnel services.

(1) The personnel services control center is in the personnel and administration battalion.

(2) The other control centers, although separate TOE units, are usually attached to support brigade headquarters and function under the direct operational control of the per-

manent coordinating staff sections of support brigade headquarters. An ADPC similar to that found at FASCOM headquarters is attached to the support brigade headquarters to provide machine service to the brigade functional control centers. FM 54-4 provides a more detailed discussion of support brigade headquarters.

Section III. SUPPORT GROUP HEADQUARTERS (CORPS OR ARMY)

3-7. General

a. Mission and Functions.

(1) *Mission.* The support group headquarters commands, controls, and supervises assigned or attached units employed for the provision of assigned combat service support. The support group headquarters provides cryptologic services.

(2) *Functions.* The support group headquarters—

(a) Commands and controls assigned and attached units.

(b) Develops and supervises the execution of implementing plans to carry out assigned missions.

(c) Coordinates local security and damage control activities of subordinate units.

(d) Provides technical supervision over mission functions of subordinate units except for stock control and maintenance management functions that the support brigade exercises.

(e) Provides cryptologistics support platoons for army and corps, including direct support (DS) and general support (GS) mobile maintenance teams.

b. Organization. Figure 3-3 shows the organization of headquarters and headquarters company, support group.

c. Assignment. The normal assignment of the support groups to support brigade headquarters generally is on the basis of two per corps support brigade when supporting four divisions and two per army support brigade.

d. Capabilities. The support group provides direct and general combat service support consisting of supply, maintenance, and field services.

e. Command Relationships.

(1) *With higher commands.* The support group is under the command of and receives policy direction, broad guidance and planning,

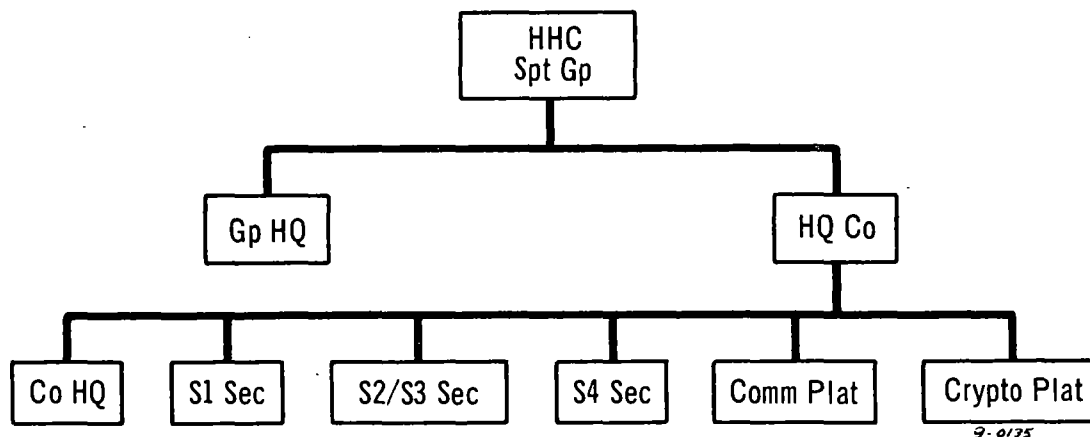


Figure 3-3. HHC, spt gp, corps and army.

and general supervision from support brigade headquarters.

(2) *With parallel commands.* Normal staff relationships exist.

(3) *With subordinate units.* The support group exercises control over subordinate units through command channels. Technical liaison is maintained directly by the staff with subordinate units.

3-8. Operational Concepts

a. Support group headquarters—

(1) Engages primarily in supervising the accomplishment of assigned missions and tasks of its subordinate units.

(2) Coordinates activities among the subordinate units within the scope of its authority and also coordinates the use of resources and requirements for support.

(3) Assigns available operating locations and facilities.

(4) Directs the development of local security plans and coordinates these plans with the RAP plans of adjacent tactical headquarters.

(5) Exercises technical supervision over designated mission operations of subordinate units within parameters that the support brigade headquarters establishes.

(6) Except as indicated above, does not exercise those management functions that the functional control centers at support brigade headquarters perform.

(7) Has a signal platoon to provide organic communications service and a cryptologic platoon to provide cryptologistics.

(8) Has a typical unit-type staff.

b. FM 54-4 discusses the support group headquarters in detail.

Section IV. PERSONNEL AND ADMINISTRATIVE SUPPORT

3-9. General

a. This section discusses personnel and administrative support in general; FM 12-2 and FM 54-4 discuss it in detail.

b. Personnel and administrative support, employing automatic data processing equipment (ADPE), is centralized at the support brigade level to provide services on an area basis for corps, field army, and FASCOM troops. The support brigade personnel and administration battalion executes the personnel and administrative policies that the support brigade and either field army or corps commanders establish.

3-10. Organization

The personnel and administration battalion, a flexible organization, is a subordinate unit of a FASCOM support brigade.

3-11. Command Relationships

a. *With Higher Commands.* Through the personnel and administration battalion and its assigned and attached units, the support brigade provides personnel, morale, and administrative support directly to the following higher

headquarters: field army, FASCOM, and corps. Elements of the personnel and administration battalion execute the personnel and administrative policies established by these headquarters in the various commanders' names.

b. *With Lower Commands.* Through the assigned personnel and administration battalion, the support brigade provides personnel, morale, and administrative support directly to all nondivisional units assigned or attached to the corps or field army. The personnel and administration battalion provides information on personnel or administrative matters on a scheduled basis, or as requested, to units served. The battalion acts on personnel and administrative requests received from units assigned to the field army or corps and support brigade as prescribed by the policy of the particular headquarters to which the requesting unit is assigned.

3-12. Operational Concepts

a. *The Personnel and Administration Battalion.*

(1) This battalion—

(a) Operates the personnel service center of the support brigade.

(b) Employs the ADPE of the support brigade to maintain personnel and administrative data from which personnel and administrative reports are furnished to all units and headquarters supported by the brigade (less divisions).

(c) Within the policy of the respective headquarters, acts on requests for personnel or administrative action or both on either a unit or an individual basis. Exceptions to the policy on an administrative or a personnel matter go to the headquarters establishing the policy for action.

(d) Operates a records library for maintenance of all authorized publications and for correspondence and documents that the units and headquarters located in the supported area create.

(e) Establishes liaison between all major headquarters being supported to facilitate communication regarding personnel and administrative policy.

(f) Assumes the role of the COMMZ personnel command (PERSCOM) when operating as a part of a COSCOM for independent corps operations.

(2) Elements of the personnel and administration battalion provide finance, postal, special services, and band support to all supported units on an area basis.

(3) The ACofS, personnel, support brigade, exercises staff supervision and operational control over the personnel service center and units of the personnel and administration battalion except for the finance units.

(4) The ACofS, comptroller, exercises staff supervision over finance units.

(5) The personnel and administration battalion headquarters is responsible for the detailed plans and operations based on support brigade policy and for the execution of personnel and administrative support of the supported area.

b. Personnel Management. A command personnel record is maintained on magnetic tape for each individual assigned to nondivisional units in the support brigade area of responsibility. Personnel information contained on the

command record is furnished to the units being supported. Summarized personnel strength and status information for local personnel management action and for determining priority of assignment of replacements is furnished to subordinate units as required. Battalions and separate companies, whether assigned as corps or support brigade troop units, process personnel management actions such as requests for reclassification in military occupational specialties; reassignment and appointments; and personnel actions such as administrative boards, separations or releases, and recommendations for awards. These actions are sent directly to the personnel service company of the personnel and administration battalion for action. The support brigade personnel service company takes action based on personnel policies that the supported headquarters established.

c. Personnel Replacement. The COMMZ personnel and administration center, based on theater army policy, assigns unit and individual replacements throughout the theater. The support brigade personnel and administration battalion, by means of assigned replacement regulating detachments, assists replacements from their arrival in the area until their assignment. The theater army commander retains control of the replacements until they arrive at their designated unit of assignment. The replacement regulating detachments provide encampment and messing facilities, if required, for unit and individual replacements. The replacement regulating detachments report status of replacements through the personnel service center, support brigade, to the PERSCOM personnel and administration center. Replacement regulating detachments receive personnel returned to duty from medical and military police facilities and request assignment instructions from the personnel and administration center. The detachments coordinate with a designated transportation movement element of the support brigade for transportation of the replacements to the unit of assignment. The replacement regulating detachments process personnel rotating from the support brigade area for rearward movement.

d. Administrative Services. The personnel

and administration battalion centrally monitors reproduction and publications control, records disposition, and forms management functions for the support brigade area. A central records library stores, retrieves, and disposes of all unclassified documents (correspondence, records, reports, and publications) that must be retained longer than 30 days and have been generated by FASCOM units in the support brigade area. All documents are maintained either on computer random access magnetic storage or on microfilm. Units or individuals may request information or copies of documents from the library.

e. Printing and Publications. Printing requirements are accomplished in continental United States (CONUS) because there are no field printing units in a theater of operations. Reproduction of documents in a theater of operations is either by organic unit reproduction equipment or by reproduction equipment available to the support brigade personnel and administration battalion. Department of the Army, Department of Defense, and other Army-wide publications and blank forms are furnished the units directly from CONUS on a scheduled basis.

f. Postal Services. Army Post Offices of the personnel and administration battalion provide postal service to units in the support brigade area. Army Post Offices are established to service units in a specific geographic area. Bulk mail is received from and dispatched to mail terminals served by mail teams of the postal company, GS of the COMMZ PERSCOM. Supported units receive and dispatch mail at the Army Post Office. Undeliverable mail is dispatched to the personnel and administration center, PERSCOM COMMZ for locator service.

g. Special Services. Special services detach-

ments of the support brigade personnel and administration battalion operate rest areas, when established. These areas provide rest and relaxation facilities for units in the support brigade area. Units regularly receive paperback book kits and art and craft kits directly from CONUS. Athletic equipment is available for supply to units on a regular basis. Units schedule athletic events as conditions permit.

h. Band. The personnel and administration battalion has a band for the use of the major commands supported.

i. Finance Services. Finance services include—

(1) Preparing and submitting prescribed financial reports.

(2) Computing and disbursing pay and allowances for U.S., local hire, civilian, and prisoner of war personnel.

(3) Processing, computing, and paying travel allowances to U.S. personnel and foreign nationals.

(4) Processing and paying commercial accounts.

(5) Establishing, controlling, and funding forward service teams and class B agent officers.

(6) Providing foreign currency to authorized personnel in exchange for U.S. dollars or military payment certificates or both.

(7) Funding imprest fund cashiers.

(8) Providing finance support to dependents in emergencies.

(9) Providing technical guidance and assistance to serviced units. The finance services provided by finance DS companies are generally those involved in receipt, disbursement, and maintenance of cash accounts for public funds. The finance GS agency, COMMZ PERSCOM, performs appropriation accounting.

Section V. MAINTENANCE SERVICES

3-13. General

This section discusses maintenance services in general terms; FM 29-20 and FM 29-22 discuss it in detail.

a. Maintenance units assigned or attached to

corps and army support brigade provide maintenance support within the FASCOM.

b. The DS and GS maintenance battalions accomplish maintenance support in the FASCOM. These battalions are assigned to support

groups under the corps support brigades and the army support brigade as required (fig. 3-1 and 3-2).

3-14. DS Maintenance

a. Maintenance support is based on the concept of repair or exchange of serviceable for unserviceable components at DS level. DS maintenance units accomplish repair of equipment of units supported on a repair and return-to-user basis. Components declared unserviceable by a technical inspection are removed at the DS level and are reported to the maintenance management center (MMC) at support brigade before evacuation to a GS unit. GS maintenance units repair and return the components to supply channels.

b. Elements of the DS maintenance battalions are the sources of customer supply for organizational repair parts. Recoverable repair parts, as established by applicable regulations, are furnished to the customer on a direct exchange basis. Repair parts supply and direct exchange items are furnished primarily by supply point distribution. Deadline and emergency requests are filled on an individual basis, immediately on receipt and by the most expeditious means. The maintenance battalion headquarters is not directly involved in repair parts channels. All DS and GS maintenance units initiate requests for repair parts and forward them directly to the support brigade stock control center (SCC). Normally, such requests are forwarded through the ADPC. The supporting GS repair parts supply company supplies repair parts directly to the supported DS or GS maintenance unit. Each maintenance unit of the DS maintenance battalion maintains an operational readiness float of combat critical end items of equipment. Theater army establishes policies for the control of the operational readiness float. The operational readiness float is not used as a supply source, but it is used to insure that users are not deprived of end items awaiting DS maintenance for a long time. Using units evacuate items beyond their repair capabilities to their supporting DS maintenance units. DS maintenance units repair these items for return to using units. When DS

maintenance units cannot repair the items for return to using units, the using units turn in the items to DS maintenance units and requisition replacements through supply channels. Equipment beyond the repair capabilities or capacities of DS light maintenance companies is evacuated to the DS maintenance battalion's main support company. Equipment beyond the repair capability or capacity of the main support company and the aircraft maintenance GS company is reported to the support brigade MMC, who provides disposition instructions. FM 29-20 provides additional details.

3-15. GS Maintenance

The GS maintenance battalions assigned to the corps and army support brigades provide GS maintenance service and backup DS maintenance to combat divisions and nondivisional DS maintenance units. The maintenance mission of the GS battalions is oriented toward repair and overhaul of major components of large end items such as tanks, construction equipment, and materials handling equipment. Their mission is further oriented toward the repair or overhaul of smaller end items such as small arms, instruments, power generators, portable flamethrowers, and mine detectors for return to supply channels. As an exception and as the component repair or overhaul workload permit, large end items may receive overhaul at the GS level when such items are combat essential and critical to support operations. GS units employ production-line techniques when possible. To facilitate this practice, centralizing repair of selected components in specific units is necessary, and MMC's must control repair programs. GS units maintain shop stocks of repair parts for work programs.

3-16. Maintenance Management

a. Maintenance management detachments are assigned to FASCOM headquarters and to each support brigade. These detachments serve as the MMC for the headquarters to which they are assigned. The ACofS, maintenance, exercises supervision and control over these detachments. Automatic data processing (ADP)

support for MMC operations is provided by the ADPC supporting the headquarters. The MMC coordinates repair priorities with SCC's or inventory control centers (ICC). Repaired end items and components are turned in to supply units and depots as directed by SCC's or ICC's, returned to users, placed in operational readiness floats, or placed in direct exchange stocks. The procedures established by these sections insure that the data collected that highlight maintenance operational and repair parts support problems are analyzed and used to improve maintenance operations and equipment readiness.

b. Maintenance and materiel status data are collected and analyzed to assist management of the various functions of maintenance. The maintenance managers, supervisors, commanders, and staff elements use the summary data. The goal is to provide a significant management tool on which to base decisions and to provide information on the status of maintenance. Also, data provide a means for the efficient and economical management of the maintenance effort, to include the provision of a determination factor for use in forecasting maintenance requirements and the status of materiel readiness. The general categories of data requirements follow:

(1) *Current*. These include density, status, and factor data that are permanent but are updated periodically; e.g., modification work order control and equipment improvement recommendation summaries.

(2) *Historical*. These include performance types of data that indicate the past maintenance accomplishments and repair parts usage.

(3) *Operational*. These include control types of data used in the management operations such as control of workload, scheduling, productivity, inspection, calibration, and quality control.

c. MMC are collocated with ADP installations at support brigades and FASCOM. These centers process data and furnish information to the next higher echelon as required. In addition, information in the form of machine printouts is also furnished to subordinate commands down to DS and GS echelons. ADPE is employ-

ed for the input from corps and army support brigades and output to elements of the COMMZ.

d. Corps and army support brigade ACofS, maintenance, through their MMC's, have staff responsibility for maintenance management for direct and general combat service support echelons assigned to their area of responsibility. Support brigade ADPE is employed for the input from DS and GS echelons and output to the FASCOM. This echelon furnishes printouts to support group headquarters as required for the effective management of their respective maintenance missions.

3-17. Organization and Capabilities

a. *DS Maintenance Battalions*. DS maintenance battalions are assigned to the FASCOM and are attached to the support groups of the corps support brigades and the army support brigade. The battalion is a composite, dual-functional organization in that it provides maintenance and repair parts support for a great variety of equipment. From this one supporting organization, a using unit receives DS maintenance and repair parts support for the bulk of the equipment in its possession. The DS maintenance battalion is not a fixed organization structure. It contains a variable number of maintenance units attached to a headquarters detachment in accordance with the mission to be performed. The units attached to the battalion are similar in organization to the maintenance support units found in divisions. Therefore, the DS maintenance battalion, or elements thereof, may be used to replace like types of elements within a division maintenance battalion.

b. *GS Maintenance Battalions*. GS maintenance battalions are assigned to the FASCOM and are attached to support groups of the corps and army support brigades. These battalions provide GS maintenance in support of the supply system. They also perform DS maintenance by accomplishing that portion of the DS maintenance workload (overflow) that exceeds the capacities of divisional and nondivisional DS maintenance battalions. The composition of the maintenance battalion is extremely variable, depending on its assignment, mission, the area of operation, and its workload.

Section VI. TRANSPORTATION AND MOVEMENTS SERVICES

3-18. General

a. This section discusses transportation and movements services in general terms; FM 55-4 discusses them in more detail.

b. The transportation and movements services in the support brigade (normally transportation elements are not assigned to the army support brigade) provide an area-wide service in support of the supply and replacement distribution mission of the brigade and in support of tactical operations when required. The transportation and movements services are responsible for day-to-day management of the transportation resources and road nets of the brigade and for providing long-haul motor transport and local delivery of personnel and cargo. In carrying out their responsibilities, the transportation and movements services—

(1) Prepare plans and instructions for the movement of personnel and materiel.

(2) Coordinate and consolidate all movement requirements and transportation capabilities of the support brigade. These include the requirement for requesting transportation assistance from the FASCOM when movement requirements exceed the capabilities of transportation assigned or attached to the support brigade.

(3) Implement priorities for movement of personnel and cargo in accordance with the commander's instructions.

(4) Determine requirements, develop highway regulating plans, and implement the commander's priorities for the use of available road nets to support operations.

(5) Provide motor transport for the movement of personnel and materiel.

3-19. Employment

The transportation and movements services in the support brigade are provided, for the most part, by two organizations employed under the staff supervision of the ACofS, movements—a movement control company and a motor transport battalion.

a. The movement control company provides the teams necessary for planning and supervis-

ing the use of the available road net and the employment of the transportation capability of the motor transport battalion. These teams man the MCC, the brigade highway traffic headquarters, field transportation movements offices (TMO), and highway regulating points (HRP).

(1) Transportation movements offices are located at critical points in the transportation system to serve users of the transportation system and to maintain effective liaison with the other movements activities and, if required, with host nation or allied nation transportation activities. HRP are placed along the road network to assist the highway traffic headquarters in performing highway regulation. Military police units assist in highway regulation activities in conjunction with their traffic control function.

(2) The MCC is near the support brigade headquarters and supports the activities of the ACofS, movements.

(3) The highway traffic headquarters also supports the ACofS, movements; and its location is readily accessible to the corps staff.

(4) The FASCOM MCC serves as the alternate for any of the corps brigade MCC's. The corps support brigade MCC serves as the alternate for the FASCOM MCC.

b. Companies of the motor transport battalion are dispersed throughout the support brigade area at locations where their employment can best meet the motor transport requirements of the brigade.

(1) Companies of the motor transport battalion may be assigned missions in DS of supply and service battalions that have shipments of such regularity and volume to warrant the full-time use of a truck company.

(2) Companies not assigned to DS missions are used in GS. These companies are committed by the MCC to meet transportation requirements.

3-20. Relationships

a. The motor transport battalion and the movement control company are both subordinate elements of the support brigade. The sup-

port brigade headquarters commandant provides the administrative support functions of personnel, administration, mess, supply, and unit maintenance to the movement control company.

b. The MCC works closely with the other functional control centers of the brigade and coordinates the utilization of transportation with them. The support brigade MCC coordinates directly with the FASCOM MCC on shipments entering the support brigade area and on retrograde shipments entering the army service area. The support brigade MCC supervises directly the activities of its assigned TMO.

c. The support brigade highway traffic headquarters works closely with the corps staff, the support brigade staff, the MCC, the corps support brigade's motor transport battalion, and military police units. Mainly, it plans the use of road space on the highway net in the corps area and allocates time for its use. The traffic headquarters coordinates with the FASCOM traffic headquarters on highway movements either entering or leaving the support brigade area. Similarly, it coordinates with division traffic headquarters on all movements entering or leaving the division area over controlled routes. The traffic headquarters has direct supervision over the HRP team. It receives from military police traffic control points appropriate reports pertaining to highway regulation.

d. The motor transport battalion has normal command relationships with its attached or assigned truck units. It works closely with the corps support brigade MCC and its highway traffic headquarters of the support brigade in the commitment and routing of the battalion task vehicles.

3-21. Operations

a. The MCC.

(1) The ACofS, supply, based primarily on information received from the supported corps, establishes priorities for the movement of supplies. From time to time, however, the FASCOM may establish priorities for movement of supplies based on the overall situation

in the field army. The ACofS, movements, implements these priorities through the MCC. The movements staff function extends into the field through TMO's.

(2) The support brigade MCC reviews forecasts of movement requirements from all sources. Based on the commander's priorities, the MCC balances requirements against the available transportation capability and commits the capability for the requirements. If necessary, the MCC requests transportation assistance from the FASCOM.

(3) Since the support brigade has no organic Army air transportation capability, the FASCOM may give to the support brigade commitment authority for an aviation medium helicopter company, or part thereof, normally located in the support brigade area. The MCC commits this air transportation capability like that of the motor transport battalion.

(4) The corps support brigade MCC coordinates the receipt of shipments by divisions and units in the support brigade forward areas to insure that the receiving and unloading capabilities of the consignees are not exceeded.

(5) For all matters concerning transportation movements, the MCC designates a TMO as a single point of contact for each shipping or receiving activity and for each mode operating unit within the support brigade.

(6) The MCC, the highway traffic headquarters, TMO's, and HRP's are essential sources of information in throughput operations. They advise the COMMZ MCC (through movements channels) on the passing and receipt of all COMMZ or FASCOM shipments as well as those that are generated within the support brigade area. This information is essential to maintenance of an in-transit shipment file and for preventing shipments to an activity in excess of the activity's ability to receive and unload.

(7) When U.S. Army forces are participating in a combined operation or are located or conduct operations in areas in which a status of forces agreement or other international agreement between the U.S. Government and the host nation is in effect, the senior Army commander (theater army) normally directs the establishment of one or more combined

movement centers. The combined movement center is the coordinating point for commitment of elements of the COMMZ FASCOM, other Services, or host nation or allied nation transportation capability to support brigade movement requirements. It coordinates the movement of shipments and the use of highways for all movements originating outside the support brigade area and terminating in or transiting the support brigade area. Normal representation in the support brigade combined movement center includes the MCC's and highway traffic headquarters for the support brigade and the FASCOM and, if applicable, the MCC's and traffic headquarters of contiguous brigades or allied nations. Notably, the MCC is the only movement agency concerned with intrasupport brigade plans, movement programs, and movements by organic or attached transportation. The additional capabilities of a combined movement center aid the support brigade in obtaining intercommand movement and transportation capability.

b. Highway Traffic Headquarters. The corps staff establishes priorities for movement over controlled routes. The support brigade ACofS, movements, implements these priorities through its highway traffic headquarters, which provides planning and coordination for both tactical and logistic highway movements. The highway traffic headquarters receives requests (proposed itineraries) for highway

routings and for schedules of movements from units within its area of jurisdiction. This headquarters consolidates itineraries and road movement tables, makes adjustments as necessary, and issues movement instructions. Highway movements entering or transiting the corps area and terminating in another area are coordinated through the appropriate highway traffic headquarters.

c. Motor Transport Battalion. The corps support brigade motor transport capability within the corps and division areas normally carries out the support brigade's movement requirements. However, FASCOM may direct employment of a portion of the battalion's resources in support of another corps or in inter-corps movements; e.g. supply stocks may have to be balanced between corps or a corps that is heavily committed may require additional motor transport support. In the army service area, motor transport battalions of the transportation brigade provide service to the army support brigade. Requirements for movement of personnel and materiel within the service area or to corps and division destinations are processed through the FASCOM MCC. Attachment and detachment of motor transport companies to motor transport battalions or to support groups are normal procedures to meet constantly changing requirements for motor transport support.

Section VII. MILITARY POLICE SERVICES

3-22. General

Military police units are assigned to the corps support brigade. The army support brigade has no assigned military police units; it receives military police support from the military police brigade. This section discusses military police services in general terms; FM 19-2 and FM 19-2-1 (Test) discuss them in more detail.

a. Missions and Functions. Military police units assigned to the corps support brigade provide military police support to include the following functions:

- (1) Traffic control.
- (2) Handling prisoners of war and civilian internees.

(3) Maintenance of discipline, law and order.

(4) Crime prevention and investigation.

(5) Confinement of U.S. military prisoners.

(6) Physical security of critical and sensitive movements.

(7) Physical security of installations, facilities, and property.

(8) Circulation control of individuals.

(9) Assistance in RAP activities.

(10) Selection, training, organization, and employment of indigenous paramilitary, military, and civilian police personnel.

b. Command Relationships. The corps sup-

port brigade commands and controls the military police battalion. The military police physical security company is attached to the ammunition battalion (DS/GS) and operates under its control. The company headquarters and two platoons of the separate military police company are attached to the corps headquarters, and the remaining platoon is attached to the corps support brigade headquarters.

3-23. Operational Concepts

a. The military police battalion assigned to the corps support brigade normally has the same area of responsibility as the brigade. This battalion normally consists of—

(1) A headquarters and headquarters detachment that provides command and control.

(2) Three military police companies that are assigned specific areas of responsibility.

(3) A military police physical security company that is attached to the ammunition battalion (DS/GS).

(4) A separate military police company that provides headquarters physical security and general circulation control at both corps and corps support brigade headquarters.

The companies of the military police battalion establish patrols and fixed posts throughout the area of responsibility to perform area-oriented

functions, such as traffic control; maintenance of discipline, law and order; criminal investigation; physical security of selected movements; straggler control; refugee control; assisting in RAP; and, if available, employing indigenous paramilitary and military police personnel. In addition to these daily operations, this battalion and its assigned companies assist the functionally oriented military police units for the movement of prisoners of war, the security of critical installations, and other similar functions that the unit with primary responsibility cannot fulfill. Also, this battalion supports the division military police companies whenever additional military police are required to support a special operation or in an emergency.

b. A four-man criminal investigation detachment (TOE 19-500) is habitually assigned to the above military police battalion. It provides sufficient personnel for the criminal investigative functional responsibility when this battalion is assigned to the corps support brigade. Operationally, this detachment is absorbed into the small, organic investigations section of the battalion and operates under the command and control of the battalion commander.

Section VIII. SUPPLY AND SERVICES

Note. This section discusses supply and services in general terms (except class VIII, which is discussed in para 4-7 through 4-10); FM 29-3 and FM 29-45 discuss them in more detail.

3-24. Supply Management System

a. *Management Centers.* The supply management system includes an ICC (fig. 3-4) at FASCOM headquarters to exercise inventory management plus support brigade SCC's as decision making agencies in the routine processing of supply actions. Operationally, the system is based on decentralized stock locations and centralized stock management activities that have ADP services and electronic communications facilities. Maintenance of logistic (cataloging/supply management) data in the ICC and SCC computers will be on the basis of data changes derived from the Army Master Data File (AMDF), AR 700-1. The U.S. Army Security Agency (USASA) may use the com-

puter facilities of the ICC and SCC's for its managed parts and equipment.

b. *Alternates.* The FASCOM ICC serves as the alternate for any one of the brigade SCC's. The army support brigade SCC serves as the alternate for the FASCOM ICC.

(1) In a contingency, the FASCOM ICC assumes the functions of the brigade SCC's with the least disruption of the supply system to the requisitioner and the storage locations concerned. Normally, the brigade SCC transmits to the FASCOM ICC periodic summary information of the GS units in the brigade. These summaries cover issues, receipts, adjustments of on-hand balances, dues-in, and back orders for requisitioners. Detailed information

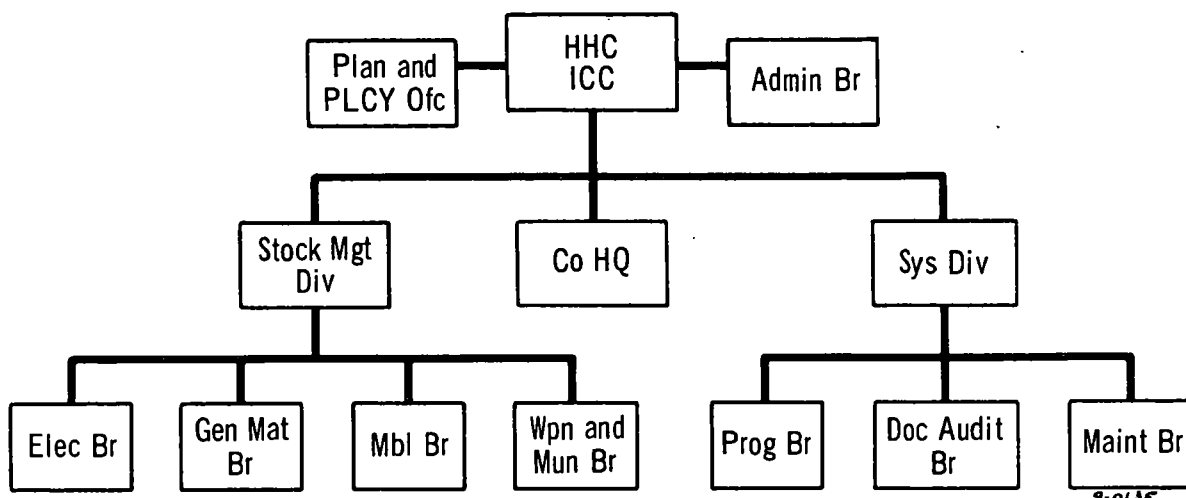


Figure 3-4. FASCOM ICC.

on back orders is provided the ICC on a weekly or semimonthly basis.

(2) Except for ammunition, the army support brigade SCC has sufficient capability and information to perform as an alternate for the FASCOM ICC for a limited time. For ammunition, elements of the COMMZ supply and maintenance command (SMCOM) ICC serves as the alternate for the FASCOM ICC.

(3) When ADP services are temporarily interrupted for the support brigade SCC's, scheduled ADP printouts previously distributed from the brigade SCC's are used. These printouts, prepared for storage locations, include at least the requisitioning objectives, on-hand quantity, individual dues-in, and individual dues-out. Supply managers and storage sites use these listings for short periods in a manner similar to the manual stock record system. Under such circumstances, requesting organizations go directly to the storage locations rather than to the SCC's. In nuclear warfare there may be situations where the support brigade loses contact with combat units and forward supply units long enough to warrant emergency resupply. In these situations, the GS units in the army service area and/or forward field depots in the COMMZ automatically ship predetermined survival supplies to affected forward areas, based on directives from the FASCOM or the SMCOM ICC. Furthermore, if storage locations fail to receive ship-

ping directives from SCC's or ICC's for a specified period, automatic shipment of items on predetermined lists are made to those units that have lost contact.

c. Centralized Control. Stock control functions of the GS battalion are performed at the support brigade headquarters. This action promotes centralized control of all supply support within the corps and army support brigades and enhances the response to demands of supported troops. It gives the support brigade commander control over his assets as well as his operating unit.

d. Stock Control System. The system is organized basically into three echelons: a stock locator element at the GS unit level; a stock control capability at the support brigade headquarters level, and an ICC directed primarily to supply management at FASCOM headquarters. Stock control is maintained at the DS level in accordance with AR 711-16. For stock control purposes, supplies issued to DS units and division support commands (DISCOM) are deleted from stock record accounts and are not included in field army or theater assets.

(1) *GS storage.* Records maintained at the GS storage location consist of locator files and shipment records.

(2) *Brigade SCC.* The brigade SCC meets demands from supported units by directing shipments from any source under brigade jur-

isdiction or by referral to the FASCOM. It makes recommendations concerning levels of supply and additions to or deletions from authorized stockage lists. It forecasts and determines or computes support brigade requirements and provides, as necessary, specified stock record support activities as outlined in army field stock control regulations.

(3) *ICC*. The FASCOM ICC is the heart of the supply management system. Its mission is to provide inventory management for all classes of supply for which the FASCOM has jurisdiction.

e. Flow of Requisition and Supply Distribution. From division and nondivisional DS units, supply requirements go to the appropriate support brigade SCC where shipping instructions are issued to storage units. If the required items are not available among the stocks controlled by a particular center, the requirements go to the FASCOM ICC. Depending on the situation, FASCOM ICC may direct shipment from any support brigade having the item or may refer the requisitions to the COMMZ for action.

(1) *Class I and III supplies.* Strength reports, reports of equipment densities, and special requirements, rather than singleline requisitions, trigger the shipment of class I and III supplies. Strength data come from the personnel services center of the appropriate support brigade or the personnel service division of the administration company of the DISCOM. Equipment density reports of supported units are maintained by the support brigade maintenance staff. The using unit submits special requirements to its DS unit or DISCOM. The DS unit submits strengths and special requirements for its supported units to the brigade SCC. Communications concerning requirements between DS units and GS units are not required. The brigade SCC submits strengths and special requirements to the FASCOM ICC, which, in turn, submits the field army requirements to the theater ICC. When practicable, shipments of class I and III supplies from the COMMZ bypass GS units. Supply shipments are in accordance with the brigade SCC distribution plan. When feasible,

shipments originating at the GS level go directly to the using unit.

(2) *Class IV, class X, and regulated items.* Class IV, class X, and regulated items are controlled through command channels. User units submit requests through intermediate commands to the approving commander. The appropriate stock control agency advises the commander on availability of items and on command approval, issues shipping instructions to the storing GS unit, which makes shipment directly to the user.

(3) *Nonregulated class II and VII supplies and packaged class III petroleum, oil, and lubricants.* Requirements for these supplies, in the form of single-line requisitions, flow from the user through the various supply control elements. GS supply units are considered as storage points and react to instructions from the SCC's in the form of materiel release orders or shipping directives. They provide minimum essential reports of supply actions. DS units, including divisions, fill user requirements from available stocks. DS elements submit requirements for nonstockage list items and replenishment needs directly to the brigade SCC. The brigade SCC directs shipment from available GS stocks and coordinates with the MCC for the movement. When required items are unavailable, the brigade SCC submits requirements to the FASCOM ICC. The brigade SCC also reports status of authorized stockage to the FASCOM ICC. The ICC submits requirements and excess stockage to the SMCOM ICC. Shipments from the COMMZ and field army GS units proceed as far forward as feasible, bypassing intermediate storage locations when practicable.

(4) *Repair parts (class IX).* Requirements and supply distribution for repair parts follow a system similar to that for class II and VII items.

(a) DS and GS maintenance elements place requirements for repair parts directly on the support brigade SCC. The SCC then releases stocks, if available, from one of the GS repair parts companies and coordinates the transportation requirement for movement. If none of the repair parts companies within the

brigade has the required items or quantities on hand, the brigade SCC transmits the requirement to the FASCOM ICC. The brigade SCC, through balancing operations, laterally transfers stock from repair parts units having excess available stocks to repair parts companies requiring stock replenishment. The ICC can also accomplish redistribution of repair parts stock within the support brigades.

(b) At the DS level, repair parts for organizational maintenance come through maintenance channels. At the GS level, all repair parts, including aircraft and missile parts, come through supply channels.

(5) *Bulk petroleum, GS.*

(a) The SMCOM, COMMZ, forwards bulk petroleum to the farthest points practicable in the field army whether by pipelines or other means. Tankage in the field army area receives and stores the product. Transportation medium truck companies (petroleum) make bulk deliveries from this tankage to the supply points that the GS and DS units operate in the corps areas and to DS units in the field army service area. However, situations do arise where a user is closer to the GS element and, therefore, receives resupply from that level. The SCC may direct petroleum battalions under brigade to move stocks to meet the requirements, request the FASCOM ICC to support the requirement, or divert a product (already moving) from its assigned destination to meet an unexpected requirement. Other options may occur at the FASCOM ICC, according to the supply plan or standing operating procedures necessary for the particular operation. FASCOM may request the supporting COMMZ to ship petroleum to GS elements or brigades; may direct the army support brigade to move the petroleum to meet the requirements; or if the ICC has knowledge of stocks that are moving, may direct diversion of the petroleum shipment.

(b) Support brigades and FASCOM headquarters exercise centralized control of bulk petroleum. The corps support brigade headquarters are decisionmaking headquarters that receive requirements for petroleum from divisions and DS and GS units. They may

either direct shipment from brigade assets or request shipment from the FASCOM.

3-25. Supply Levels

The Department of the Army prescribes levels of supply for the theater army in terms of days of supply, and the theater army commander prescribes levels for the combat zone and the COMMZ. For planning purposes, field army stockage levels are 10 days for all groups of supplies except repair parts and petroleum. These include 2 days' stockage at the DS level and 3 days' stockage at the GS level; and an additional 5 days' stockage for the field army in the army service area. Repair parts are stocked in varying amounts up to 15 days at all supply levels in the FASCOM. The characteristics of particular repair parts determine the days of supply stocked.

3-26. Functions of Supply

At the GS level, the supply and services battalion provides command and control for its subordinate units. The company-size units are organized and equipped to perform specific supply functions. These functions include—

- a. Providing storage points to regulate the flow of supplies.
- b. Handling large tonnages of supplies by use of materials handling equipment.
- c. Providing for breakdown of bulk shipments.
- d. Processing heavy materiel prior to issue.
- e. Providing for supply of construction and fortification materials.
- f. Providing for GS supply of repair parts.
- g. Providing for stockage of "fringe" items not carried by supply units located in forward areas.
- h. Providing for emergency supply when normal throughput shipments are interrupted.
- i. Carrying a portion of the field army reserve stocks.

3-27. Grouping of Supplies

At the GS unit level, supplies are categorized by the operational requirements for processing their flow to supported units. Functionalization

of supply support requires the grouping of supplies to coincide with the storage and distribution requirements rather than with their end use. To meet these requirements, the categories of supplies at the GS level are general, heavy materiel, repair parts, bulk petroleum, and cryptographic.

a. General Supplies. This category includes subsistence, clothing and organizational equipment, packaged petroleum products, and industrial gases. Also included are the multitude of end items found in TOE's, tables of distribution and allowances (TDA), and other authorizing documents. Excluded from this category are such items as medical items, airdrop equipment, and items supplied through the ammunition system. The FASCOM medical brigade supplies medical items. The ammunition groups of the corps support brigades provide ammunition and related items. The airdrop supply company stocks selected items of airdrop equipment.

b. Heavy Materiel. This category includes items that require special processing while in supply channels; e.g., wheeled and tracked vehicles, artillery (self-propelled and towed), and mobile assault bridging. Because of their critical nature and high dollar value, special command control may govern the issue of these items. Also included in this group are fortification and construction materials, special machinery, and other controlled types of equipment.

c. Repair Parts. This category includes supplies required to repair and maintain field army materiel, less parts to maintain medical and cryptographic items. This group consists of components, subassemblies, assemblies, and small parts for end items.

d. Bulk Petroleum. This category consists of liquid products that are normally transported by pipeline, tank car, tank truck, tank trailer, barge, and ocean tanker and are stored in tanks or containers having a fill capacity greater than 55 gallons. Packaged bulk petroleum is that which, because of operational necessity, is packaged and supplied (stored, transported, and issued) in 5-gallon cans or 55-gallon drums.

e. Cryptographic Supplies. This category includes communications security equipment, supplies, parts, and publications. The cryptographic supply and maintenance function is a responsibility of the FASCOM. Control and direction operations are placed in the ICC and SCC's under the general supervision of the ACofS, supply, and the ACofS, maintenance, in their respective areas. Supply and maintenance operations are located in a single combined unit (for security purposes) in the headquarters and headquarters company, support groups, in the corps and army support brigades. These operating units provide both direct and general maintenance support to the using units except that only GS is provided to signal organizations that have organic direct maintenance support. A cryptographic section within the electronics material branch or division exercises stock control at the SCC and inventory control at the ICC for communications security material within FASCOM. This section, within policies and limitations that appropriate elements of the COMMZ and FASCOM directives establish, directs the receipt, storage, issue, and maintenance of communications security material. The maintenance management function is collocated with the supply management function at the SCC and ICC for security purposes. FASCOM reserve stocks of communications security material are carried in the storage elements of the army support brigade.

3-28. Storage Operations

The concept for storage operations include throughput of supplies, minimum administration, maximum mechanized handling of supplies, and improved specialization of labor.

a. Throughput of Supplies. Throughput shipment of supplies, bypassing the GS level, is one of the most significant means of reducing inventory requirements. Differences in areas of operation, tactical plans, and enemy capabilities influence the quantity of throughput that is desirable or can be built into the supply system and movement control system. The greater the tonnage of a class of supply, the more significant the throughput concept. This is partic-

ularly applicable to petroleum, oil, and lubricants (POL) and ammunition.

b. Minimum Essential Administration. GS supply units perform only those administrative functions pertaining to storage operations. These functions are limited to maintaining a locator system, reporting receipts, and processing shipments. The locator system is simple, accurate, and responsive to mobile storage operations.

c. Mechanization of the Storage Operation. Storage of supplies by GS units is essentially a wholesale operation. Its objective is to group those supplies adaptable to palletization and containerization and then to take full advantage of mechanized handling techniques. Supplies are palletized in continental United States (CONUS) and passed through the supply system to the lowest practicable echelon before manual handling is required. However, this may not be possible in the case of substantial quantities of small lot shipments that are not adaptable to mechanized handling.

d. Specialization of Labor. The GS supply unit's functions can be subdivided into the tasks and skills required to perform storage operations. For maximum productivity, GS supply units perform related tasks with groups of supplies having similar handling requirements. Based on these related tasks, supply units are organized to handle general supplies, repair parts, and heavy materiel.

3-29. Supply Organizations

FASCOM GS supply units are designed for operating in corps areas and field army service area in the field army. Differences in workload requirements determine the number of supply units of each type assigned to any one area. These units are organized to perform the basic storage operations of receipt, warehousing, and issue.

3-30. Service Operations

a. General. Field service functions include laundry, bath, clothing exchange, bakery, renovation, salvage, decontamination, graves regis-

tration, clothing and post exchange sales, and provision of general duty labor.

b. DS. The supply and service company organic to the supply and transport battalion of each division furnishes DS services to the division. For nondivisional units, supply and service companies are assigned to supply and service battalions operating in corps areas and the field army service area to provide DS services.

c. GS. At the GS level within the field army, the field service GS company, forward, and the field service GS company, army, provide field service support. Because of variations in divisional and nondivisional DS units, these GS units are organized into two configurations. In the corps areas, the units include a bakery capability and a graves registration collection and evacuation capability required to support divisional units. In the field army service area, these capabilities are deleted and a cemetery capability is added to the field service GS company, army.

d. Laundry Service. The DS supply and service companies provide DS laundry service for nondivisional troops in the field army. Field service GS companies, forward, provide laundry service for divisional units. These companies also possess a capability for CBR clothing impregnation and reimpregnation FM 3-1 (Test) contains information on CBR clothing impregnation and reimpregnation.

e. Renovation. Renovation of clothing and lightweight (launderable) textiles is a function of the DS supply and service company that supports nondivisional units. At the GS level, the field service GS company, forward, provides renovation services for divisions; and the field service GS company, army, provides backup support for DS supply and service companies and the field service GS companies, forward. Paragraph 3-39 covers ammunition renovation.

f. Salvage.

(1) Salvage is generated from the following sources:

(a) Normal troop turn-in of worn or

damaged supplies and equipment for replacement.

(b) Recovery of unneeded clothing and equipment from casualties.

(c) Finding of lost, abandoned, or discarded materiel on the battlefields and in billets and bivouac areas.

(d) Capture of enemy materiel.

(e) Turn-in of excess supplies.

(f) Maintenance operations (replacement of worn or damaged parts and components and cannibalization).

(2) The salvage and service platoon of the field service GS company, forward, and the two service platoons of the field service GS company, army, collect and receive excess supplies, seasonal turn-ins, abandoned or captured materiel, and useful scrap that supported units turn in or report. Generally, the items are of a nonmechanical nature such as clothing, footwear, webbing, tentage, canvas, individual equipment, field furniture, equipment cases, 5-gallon gasoline cans, 55-gallon drums, lanterns, and one-burner stoves. These platoons may collect and receive mechanical items that are within their handling capability such as rifles, generators, small engines, radios, and similar lightweight items. They turn over these items to an appropriate maintenance unit for classification and disposition.

(3) The inventory management system, operating through the SMCOM ICC and MMC; the FASCOM ICC/MMC; and the SCC/MMC of the corps and army support brigades provide continuous information on the status of all supply and maintenance requirements to supply and maintenance managers at all echelons. Managers at each control center are constantly aware of which items are critical, where they are most needed, where they can be stored, and where they can be repaired, if necessary. Such information enables managers to publish and maintain, through the ADPC's current lists of items that are to be recovered and to correlate them with the availability of storage and maintenance facilities. Both salvage and maintenance collecting points then can make automatic shipments or other disposition of collected items without reporting receipts and

awaiting distribution instructions from the support brigade SCC/MMC. Only in exceptional cases (e.g., capture of a large enemy supply dump) does a collecting point request disposition instructions from its parent support brigade SCC/MMC.

g. Decontamination. There is no decontamination service at DS units. However, both the field service GS company, forward, and the field service GS company, army, have limited decontamination capabilities. FM 3-1 (Test) contains further information on decontamination service.

h. Labor Service. The service platoons of field service companies, army, provide military labor necessary to support supply operations. In the field service GS company, forward, the salvage and service platoon has military labor to support supply operations and the operation of a corps salvage collecting point.

i. Graves Registration. Graves registration in the field army encompasses recovery and identification of deceased personnel, handling and processing of their personal effects, evacuation and interment, and preparation and maintenance of necessary records and reports. The supply and service company organic to division provide DS graves registration functions for divisional units. DS supply and service companies operating in corps and field army service areas provide DS graves registration service for nondivisional units. At the GS level, graves registration activities vary between the corps and field army service areas. For this reason, the graves registration platoon in the field service GS company, forward, can provide for collection, identification, and evacuation of deceased personnel in the corps area. In the field service GS company, army, this platoon is a cemetery platoon.

j. Bakery. The supply and service company (DS) provides bakery service for nondivisional troops. A bakery section in the field service GS company, forward, provides bakery support for divisions.

k. Bath and Clothing Exchange. Bath and clothing exchange are DS services that the

supply and service company (TOE 10-7) furnishes for divisional units and the supply and service company (TOE 29-147) furnishes for nondivisional units.

l. Clothing and Post Exchange Sales. In the field army, sales detachments, which may be

attached as required to supply and service battalions in the corps and army support brigade areas, provide clothing and post exchange types of sales services. Sales detachments can provide both mobile and static facilities for the nonprofit sale of health and comfort items.

Section IX. AMMUNITION SERVICE

3-31. General

This section discusses ammunition services in general terms; FM 9-6 and FM 9-6-1 (Test) discuss them in more detail.

a. Ammunition Supply. Ammunition supply in the theater of operations is provided at the DS and GS levels. At both levels, conventional ammunition companies operate ammunition supply points (ASP) for conventional ammunition, and special ammunition companies operate special ammunition supply points (SASP) for special ammunition. Staff supervision of ammunition supply in major combat service support headquarters is exercised by ammunition service staff personnel included within the staff of the ACoS, supply, at the headquarters of the COMMZ SMCOM, FASCOM, and corps support brigade. At these headquarters, ammunition service personnel in the missile and munitions branch of the ICC/SCC perform ammunition supply management. These centers can provide personnel to form a special ammunition logistical element (SALE), which may be located at the headquarters (e.g., tactical operations center) of the senior commander concerned to aid in supply and resupply of special ammunition.

b. Ammunition Service. Ammunition service embraces supply and maintenance support of conventional and special ammunition to include maintenance of guided missile systems. Supply and maintenance support includes—

(1) Direct and general supply support of all types of conventional and special ammunition.

(2) Direct supply support of all special ammunition repair parts and repair parts for missiles.

(3) General supply support of repair parts peculiar to special ammunition.

(4) In-storage maintenance of conventional ammunition.

(5) Direct and general maintenance support of special ammunition materiel to include test and handling equipment and nuclear weapon trainers.

(6) Direct maintenance support of missile systems.

(7) General maintenance support of all missiles, rockets, and missile system peculiar ground guidance, launching equipment, special tools, and peculiar test and handling equipment used in support of mission items.

(8) Explosive ordnance disposal (EOD) service.

c. COMMZ. Ammunition supply depots are part of the ammunition depot complexes normally located in the forward and rear areas of the COMMZ with a minimum of one forward and one rear ammunition depot complex per corps slice. Each complex usually contains a conventional ammunition depot and a special ammunition depot. These depots support ammunition supply points in the combat zone and using units located in their areas of responsibility within the COMMZ. Forward depots primarily provide combat essential reserve stocks. Forward depots also serve as a means to disperse stocks within the COMMZ and provide a source for the combat zone when shipments cannot be made from rear depots. Normally located just to the rear of the combat zone along main supply routes, forward depots move as necessary to be positioned properly to provide support as the field army moves forward. Also located along main supply routes, but to the rear of the COMMZ near aerial and sea ports, are rear depots. These are larger and more static installations that usually require facilities to protect stocks under varied weather

conditions. Containing the bulk of ammunition stocks, rear depots store ammunition primarily for operational use.

d. Combat Zone. Ammunition supply is based on a corps slice of the combat zone. DS ASP and SASP normally are positioned forward in the corps area near the division rear boundary. GS ASP and SASP usually are positioned in the corps rear area or within the field army service area as the tactical situation dictates. Primarily containing reserve stockage, GS supply points serve as a means to disperse stocks within the combat zone because of their rearward location, provide a source if the forward DS supply points are destroyed, furnish replenishment shipments to forward supply points when requirements cannot be met by COMMZ depots, and support using units located in the corps rear area and in the field army service area.

e. Stockage Levels. For planning purposes, the theater conventional ammunition stockage objective is based on a 45-day supply level at a prescribed daily rate. Ten of the 45 days is authorized the combat zone. Within the combat zone 3 days' stock is positioned at the DS level and the remaining 7 days' stock at the GS level. Stockage levels for special ammunition is established by command decision as a function of the basic load of supported units.

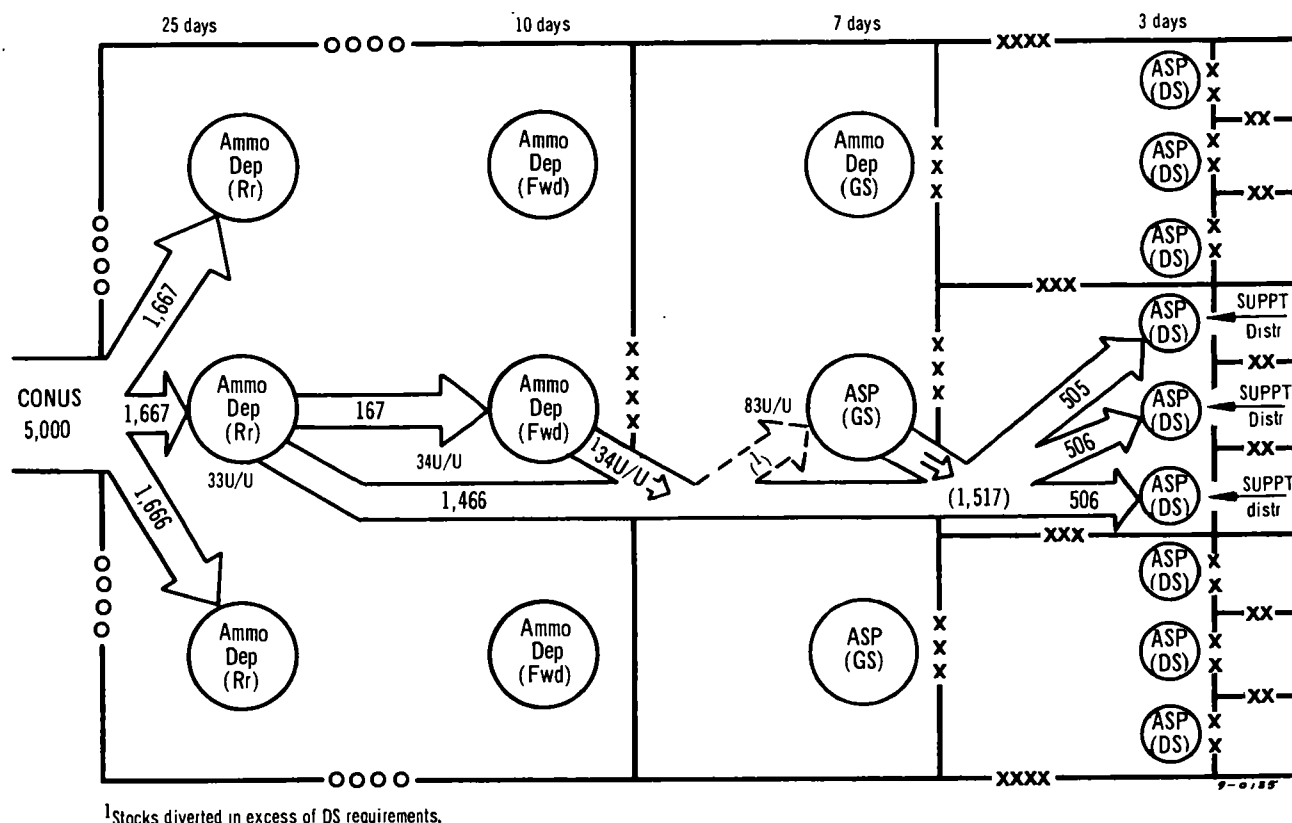
f. Shipment of Ammunition. Supply point distribution is the normal method of providing ammunition to using units. Conventional ammunition will be assembled in unitized, palletized, or containerized loads for distribution down to and including the DS level in the combat zone. These loads are assembled in a manner consistent with the requirements for explosive compatibility that are prescribed in applicable Army directives. Figures 3-5 and 3-6 illustrate the flow of conventional and special ammunition and depict throughput variations. Maximum throughput is a basic characteristic of ammunition supply. The preponderance of throughput is from rear COMMZ depots to DS supply points in the combat zone. Air transport will be emphasized, especially for throughput of special ammunition. In figure 3-5, an example flow for conventional ammunition shows an equal distribution to each corps slice. However,

distribution usually varies according to the missions assigned each corps and any expenditure restrictions imposed. Since distribution of special ammunition depends on command decision, the desires of the tactical commander to whom these items are allocated govern throughput of special ammunition. The field army commander normally allocates ammunition to each corps based on the main and supporting tactical efforts. In any situation, throughput of ammunition requires close coordination between the ICC's/SCC's and the MCC's at the corps support brigade, FASCOM, and SMCOM headquarters to insure ammunition is routed or rerouted to meet tactical changes. In addition, within the combat zone close coordination between the FASCOM, corps support brigade, and ammunition group headquarters is needed to make necessary shifts of ammunition supply units between corps slices to meet varying requirements.

3-32. Tactical Control of Ammunition

a. Conventional Ammunition. The theater army commander allocates ammunition credits to the field army. After evaluating the required supply rates submitted by divisions and corps, the field army commander announces the available supply rates to subordinate corps; the corps then announces the available supply rates to subordinate divisions. The FASCOM headquarters provides the ICC control information based on the allocation information that it receives from the field army. The SCC receives similar information from the corps through the corps support brigade headquarters.

b. Special Ammunition. The allocation of special ammunition is through tactical command channels to the field army, corps, and division commanding generals. As a result, the commanding officer of an intermediate logistic headquarters (e.g., FASCOM, corps support brigade, or ammunition group) can only provide the means to carry out the desires of the tactical commander. A special ammunition logistic element, formed from the resources available to the logistic commanders, accomplishes control of special ammunition at the field army



Figures 3-5. Flow of conventional ammunition (corps slice of theater in short tons per day).

and corps tactical operations centers. Generally, the mission of the special ammunition logistic elements is immediate responsiveness to the field army and corps commanders in expediting the supply of special ammunition from the tactical operations centers through the ICC/SCC to the storage locations.

3-33. Ammunition Service Management

a. Ammunition service staff personnel are integrated into the FASCOM and corps support brigade ACoFS, supply, and ACoFS, maintenance sections. The FASCOM provides staff supervision over ammunition service for the entire field army. The corps support brigade manages ammunition service for a corps slice of the combat zone.

b. Ammunition, as a commodity, is under the management of the ICC at the FASCOM and SCC's of the corps support brigades. The

FASCOM ICC coordinates the distribution of credit information and the readjustment of available supply rates with the SCC's and provides centralized control to reroute or redistribute ammunition between corps. Routinely, however, the corps support brigade SCC has complete logistic control over ammunition service within its particular corps slice of the combat zone.

3-34. Surveillance of Ammunition

The workload in the area of surveillance of ammunition includes in-storage monitoring of materiel readiness, safety as it pertains to ammunition service operations, technical escort service, and allied records and reports. Technical escort service includes the use of qualified personnel to accompany shipments of special ammunition for safety and security reasons. Ammunition surveillance personnel are in-

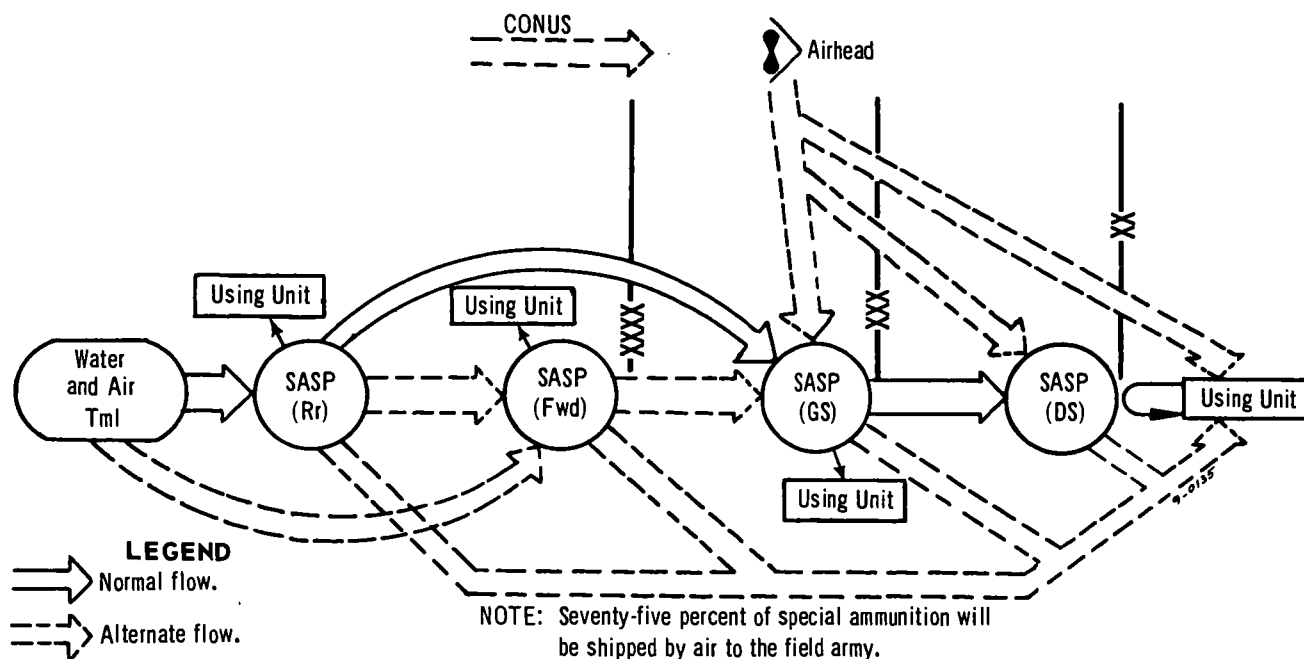


Figure 3-6. Flow of special ammunition and special ammunition peculiar repair parts.

cluded in the TOE's of ammunition service organizations down to and including company. EOD and decontamination personnel, as appropriate, are on "standby" status to back up surveillance personnel if an accident or incident occurs during shipment.

3-35. Maintenance of Ammunition

a. Conventional Ammunition. Maintenance of conventional ammunition within the theater is limited at both the DS and GS levels; in the combat zone it is limited to in-storage maintenance; e.g., repairing containers, removal of rust, cleaning, spot painting, and restenciling. Ammunition requiring more extensive maintenance is either disarmed, destroyed, or evacuated to the COMMZ for depot maintenance as prescribed by the U.S. Army Materiel Command. Conventional ammunition companies can perform in-storage maintenance of conventional ammunition.

b. Special Ammunition (Less Missiles and Missile System Components). The degrees of special ammunition maintenance include organizational, DS, and GS. Organizational maintenance, performed by the using units, in-

sures materiel readiness. Generally, little maintenance of special ammunition is done at the DS level. The DS SASP receive and evacuate the unserviceable round or component to the GS level for repair. At the GS level, the special ammunition company, GS, performs the actual repair of unserviceable special ammunition for return to stock.

c. Missile Systems Components.

(1) DS maintenance elements organic to the missile firing battalion provide DS maintenance to the Hawk, Nike-Hercules, Sergeant, and Pershing missile systems. TOE 9-550 rocket and small missile support detachments provide DS maintenance to the Lance, Honest John, Little John, Shillelagh, TOW, Chaparral, and Redeye missile systems in nondivisional units.

(2) The GS guided missile maintenance companies provide GS maintenance for the larger guided missile systems except the Pershing. Their assignment to the DS or GS ammunition battalion is one per corps slice of the combat zone. The company provides GS maintenance of those missile systems requiring systems-oriented tools and equipment. GS mis-

sile maintenance for the Lance, Shillelagh, TOW, Chaparral, and Redeye systems (both divisional and nondivisional) is provided by GS TOE 9-550 rocket and small missile support detachments assigned to the DS or GS ammunition battalion on an as-required basis. The Pershing missile maintenance company provides GS maintenance for the Pershing missile system.

3-36. Repair Parts Distribution

a. Special Ammunition Peculiar Repair Parts. The GS special ammunition company provides general supply support of repair parts peculiar to special ammunition. The special ammunition supply company, missile, and the DS ammunition company, special, provide direct supply support of these repair parts.

b. Common Repair Parts for Special Ammunition. The repair parts companies of the corps support brigade supply and service battalion provide repair parts for special ammunition that are common to more than one system.

c. Repair Parts for Missile Systems. The aircraft and missile repair parts company of

the army support brigade supply and service battalions provides general supply support of repair parts peculiar to missile systems. However, the repair parts companies of the corps and army support brigades provide GS supply of common repair parts for missile systems. Organic DS maintenance elements of missile firing battalions and rocket and small missile support detachments provide DS of these repair parts.

3-37. EOD Service

Control and disposal detachments attached to the ammunition groups provide EOD service to the combat zone. The performance of this service is consistent with the policies and procedures of the FASCOM ACofS, security, plans, and operations. Units request EOD service through RAP channels. The rear area operation centers (RAOC) place requirements on the EOD control detachment, which, in turn, directs the appropriate disposal detachment to take action. If necessary, priorities are established in accordance with the policies of the ACofS, security, plans, and operations.

Section X. COSCOM

3-38. General

The COSCOM is assigned to and provides combat service support to a separate or independent corps. The COSCOM exercises command, control, and supervision of all combat service support units assigned or attached for support of the corps force. This section discusses the COSCOM in general terms; FM 54-4 discusses it in detail.

3-39. Mission

The COSCOM provides combat service support to Army forces in a theater of operations and to other designated forces. An independent corps is similar to a theater army in that it has area responsibilities encompassing theater base functions. The COSCOM is responsible for all combat service support, including theater base activities. A separate corps is similar to a field army in that it has a COSCOM that functions in the same manner as a FASCOM.

3-40. Concept of Organization

The corps support brigade of the FASCOM is the nucleus for the COSCOM. This nucleus is augmented with sufficient additional FASCOM/COMMZ type combat service support elements to enable the corps to conduct independent or separate operations. The COSCOM is organized with a headquarters, associated functional control centers, and assigned or attached operating units. The COSCOM headquarters is organized similarly to that of a support brigade except that an ACofS, civil affairs, is added. Staff functions are similar to those of the FASCOM headquarters. The COSCOM can support a variety of forces by adding or deleting operating units. The operating units in a COSCOM are generally the same types that comprise a FASCOM or elements of the COMMZ. Construction support to the COSCOM is provided by a corps engineer brigade, which may contain construction and combat

engineer units. The engineer brigade commander, who is also the corps engineer staff officer, provides support to all elements of the corps. Additional engineer units required for base development projects may be attached to the corps engineer brigade. Other chapters herein discuss the organization, capability, and operation of these operating units. Figure 3-7 shows a typical COSCOM for support of a three-division independent corps force. Figure 3-8 shows a typical COSCOM for support of a three-division separate corps force.

3-41. Concept of Employment

The COSCOM headquarters performs higher headquarters normal staff functions, such as

developing and providing policies, planning guidance, priorities, and allocations to its subordinate units, and reviews the implementing plans of those units. The COSCOM develops overall plans to provide combat service support to the corps force. It computes requirements for the supported forces, manages assigned stocks, develops and coordinates movement planning and control and throughput, develops and manages the maintenance plan, and maintains centralized control of personnel management and records. The COSCOM exercises operational control through its functional control centers: inventory, maintenance management, personnel service, and movement.

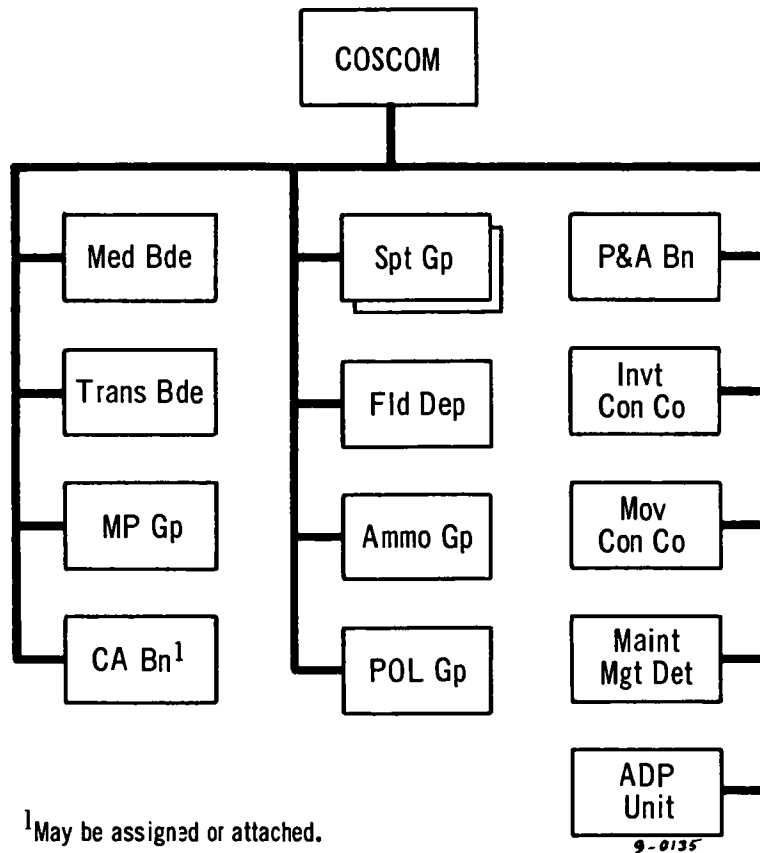


Figure 3-7. COSCOM, three-division independent corps.

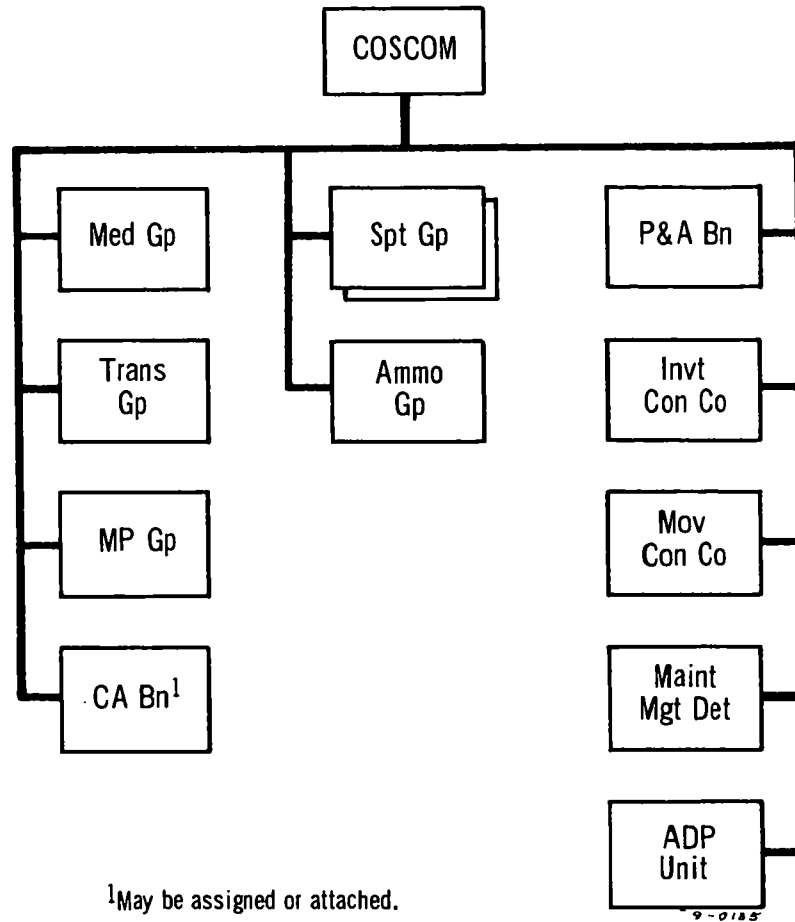


Figure 3-8. COSCOM, three-division separate corps.



CHAPTER 4

ARMY-WIDE SERVICE ORGANIZATIONS

Section I. CIVIL AFFAIRS BRIGADE

4-1. Introduction

a. Civil affairs is a command responsibility and involves the relationship of the military commander and his forces with the civil authorities and people of a foreign country. Civil affairs operations range from advice, assistance, populace and resources control, and military civic action performed in a friendly country through military government performed in an occupied territory.

b. The nature of civil affairs operations varies widely with the intensity of combat, the attitudes and status of the population in the area of responsibility, and the requirements of the tactical commander. In limited and general war, civil affairs operations normally support the tactical situation directly. In stability operations, however, civil affairs may become a primary mission of the military force because of its ultimate objective to gain the support of the populace for his government. Civil affairs input, with emphasis on execution, is a part of the planning for every military operation. This planning considers the inherent capability, which every Army unit possesses, to conduct civil affairs operations. Planning provides for the employment of civil affairs specialists and units to augment and support this inherent unit capability as required.

c. This section discusses the civil affairs brigade in general terms; FM 41-15 (Test) discusses it in more detail.

4-2. Mission

a. Generally, the civil affair brigade provides civil affairs support to the field army, as necessary, to insure the successful completion of the required military operations. Additional missions include provision of the civil affairs

support necessary to insure the fulfillment of treaty obligations and of obligations arising from other agreements, from the customs of war, and from national policies. The brigade's missions include fulfillment of the political-military responsibilities assigned to the commanders of the field army, corps, divisions, and other units in relation to the civilian population, government, and economy in the area of the field army's employment. The brigade strives to achieve and provide—

(1) Control of the civil populace, displaced persons, and refugees.

(2) The location, protection, and control of civilian resources required for military operations and essential civilian support.

(3) Close liaison between tactical units and local authorities.

b. Specific civil affairs tasks to accomplish as soon as possible after occupying an area include—

(1) Locating civil authorities, determining their ability to establish control, and advising them on measures to take.

(2) Locating and arranging the protection of civilian warehouses, industrial plants, storage sites, monuments, and historical buildings.

(3) Collecting firearms and ammunition and identifying and apprehending enemy collaborators and/or insurgents.

(4) Establishing initial control over displaced persons and refugees.

c. Two general categories of civil affairs support are command and area. Civil affairs units or elements that travel with given commands and support them wherever they operate provide command support; civil affairs units or elements that operate in a given geo-

graphical area to support whatever units enter that area provide area support. The civil affairs brigade provides command support to the entire field army.

4-3. Organization

a. Normally allocated on the basis of one per field army, a civil affairs brigade may be assigned or attached to a field army or a field army support command (FASCOM) to provide support in field army. For a typical eight-division force, the brigade has three battalions.

b. The organization of civil affairs units must be flexible and adaptable to the local military, political, economic, and sociological conditions that they encounter. These units must be capable of initiating activities in the combat zone as soon as the area comes within the influence of friendly military forces. Control of civil affairs units may be centralized or decentralized, depending on the type of operation. In many situations in forward areas and in fluid combat conditions, particularly in stability operations, operational control of civil affairs units and teams is normally decentralized to the tactical or the support commander having area responsibility.

c. Civil affairs units and teams in the combat zone normally have areas of responsibility which coincide with the tactical situation and boundaries, so far as possible these areas should also be coincident with local boundaries.

d. The organization of civil affairs units is based on and is designed to provide the following:

- (1) Efficient command and control.
- (2) Maximum use of technological skills.
- (3) Flexibility with associated economy of personnel.
- (4) Pooling of specialist personnel at the highest echelon of command consistent with the mission of the supported force.

4-4. Command Relationships

a. *With Higher Commands.* The civil affairs brigade is a subordinate unit of the field army; it has the mission to assist the Army ACofS Civil Affairs in coordinating army-wide civil affairs operations for the command.

b. *With Parallel Commands.* Normal staff relationships exist.

c. *With Subordinate Units.* The civil affairs brigade exercises command, or command less operational control, as designated over all subordinate civil affairs units.

4-5. Operational Concepts

The assistant chief of staff (ACofS), civil affairs, at FASCOM provides staff supervision to the civil affairs brigade, when assigned or attached.

a. The nature and the intensity of combat directly influence civil affairs support that varies widely with the situation and the area of operations.

b. The degree of control that the military commander exercises over the local inhabitants and the government and the economy of an area where military operations are conducted is determined by the nature of the operations, its objectives, U.S. national policy or agreements with host nation, and the effectiveness and acceptability of the existing civil administration.

c. As the situation requires, the appropriate tactical or support commander may direct subordinate units to provide support to civil affairs operations. Specific assistance may include—

(1) Engineer support for rehabilitation of public health facilities, construction of displaced person camps, or maintenance of essential civilian transportation facilities.

(2) Medical support as may be required.

(3) Military police support for protecting critical facilities, controlling movement of civilians, enforcing curfew, and quelling riots.

(4) Transportation support to move critical supplies, to transport civilians, and to assist in reestablishing civilian transportation facilities.

(5) Signal support in rehabilitating civilian communications facilities.

(6) Intelligence support requested from intelligence resources available to field army to assist in identifying and locating dissident elements of the civil populace.

d. When an area support civil affairs unit replaces a command support civil affairs unit,

the commander of the relieved unit insures that the relieving unit becomes familiar with the current situation in its area of operation. The relieving unit needs—

(1) Designations, locations, and commanders of higher, adjacent, subordinate, and supporting units in the area.

(2) Information on the characteristics and peculiarities of the area.

(3) Copies of current operational directives, orders, proclamations, standing operating procedures, and policy checklists.

(4) Copies of reports and records summarizing previous activities in the area of the relieved unit.

(5) A description of activities in progress, their relative importance, and additional measures to take.

(6) A list documenting commitments made to civilians or civilian officials.

(7) A list of individuals in office and those not appointed as officials who have been and may continue to be of value to the civil affairs effort.

e. The civil affairs brigade, depending on assignment, maintains close liaison with the ACofS, civil affairs (G5), at field army, the FASCOM, or corps headquarters. This staff channel may be used to exchange information and coordinate and integrate civil affairs operations within the context of the commander's policy guidance. Matters for coordination are—

(1) Intercommand movement of refugees and displaced persons, available civilian supplies, civilian transportation equipment, etc.

(2) Development of army-wide requirements for the support of the population and local economy.

(3) Coordination of the distribution of available labor force for maximum use by profession, technical specialty, and skills.

(4) Area pacification programs.

(5) populace and resources control plans.

(6) Military civic action programs.

(7) Rural and urban redevelopment plans and programs.

4-6. Civil Affairs Units

a. Civil affairs brigade headquarters, when assigned to the FASCOM, provides command

and control, supervises assigned and attached operational civil affairs units, and provides civil affairs support in the field army and backup support for subordinate civil affairs activities within the field army area of operations. These activities may vary, depending on the situation, from liaison, advice, supervision, and assistance to the exercise of complete legislative, judicial, and executive control.

b. The civil affairs battalion commands its attached civil affairs companies. It operates under the operational control of the civil affairs brigade when part of a centralized civil affairs command structure. It operates under the control of the headquarters to which it is attached when command over civil affairs units is decentralized. The battalion can exercise command supervision of four or more civil affairs companies, can serve as a control headquarters for attached units, and can receive and employ additional support that the civil affairs brigade requires. The battalion performs civil affairs functions in support of military operations and assists tactical and support unit commanders in the discharge of their political-military responsibilities to the civilian population, its government, and economy. When a tactical or a support brigade commander has civil affairs authority, he exercises operational control of all civil affairs units in his area of responsibility.

c. Civil affairs companies may provide support to each division in the field army or be attachments thereto. Each company is composed of cellular teams, which include a company headquarters, four platoon headquarters, and administrative and functional civil affairs teams as required. The company receives its policy guidance, direction, and supervision in civil affairs matters from the controlling headquarters. It has only the essential specialists required to support operations of assigned platoons; however, it may be reinforced with additional functional specialists for specific missions from the civil affairs battalion. When the corps commander delegates civil affairs authority to the division commander, the civil affairs company is attached to the division. The civil affairs company, reinforced as required, can be assigned to an independent division force.

Section II. MEDICAL BRIGADE

4-7. General

a. The medical brigade provides medical evacuation and hospitalization; dispensary-type medical treatment; medical supply and maintenance; and dental, veterinary, and preventive medicine services to the field army. The medical brigade commander commands all non-divisional medical units in the field army.

b. This section discusses the medical brigade in general terms; FM 8-16 discusses it in more detail.

4-8. Organization

The medical brigade (fig. 4-1) is organized on a functional basis. The brigade supporting an eight-division force normally consists of a brigade headquarters, two forward medical groups, two rear medical groups, a preventive medicine field service unit, a medical laboratory (minus), a convalescent center, a medical depot (minus), and composite units from TOE 8-500. A general description of the major ele-

ments, the forward and rear medical groups, follows. Subordinate operating units can transfer from one group to another and from one battalion to another, as necessary. When the field army expands to a 12-division force, the medical brigade also expands. It adds a forward medical group and a rear medical group and brings the medical depot and medical laboratory to full tables of organization and equipment (TOE) strength.

a. *Forward Medical Groups.* A forward medical group may include four evacuation hospitals, four mobile army surgical hospitals, one air ambulance company, two medical battalions each of which control two ambulance companies, two clearing companies, and TOE 8-500 cellular teams.

b. *Rear Medical Group.* A rear medical group may include four evacuation hospitals; one medical holding company; and one medical battalion, consisting of one medical clearing company; one medical ambulance company, and TOE 8-500 cellular teams.

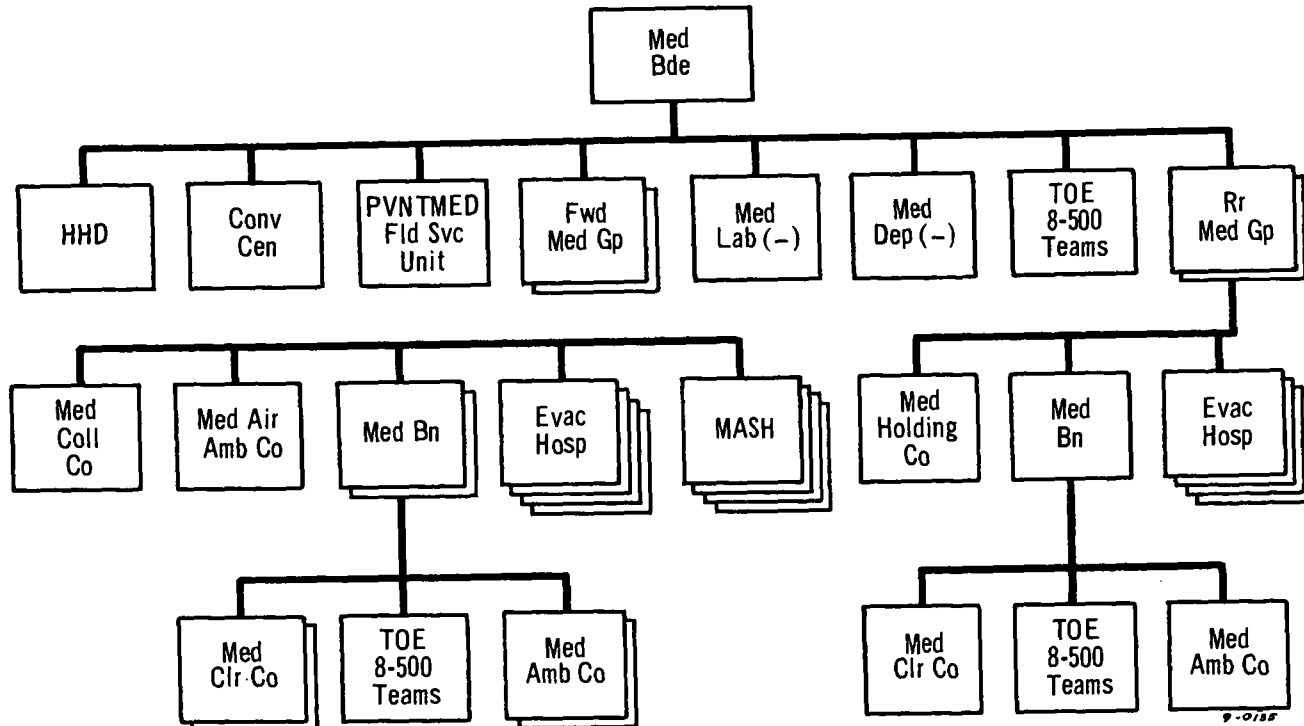


Figure 4-1. Med bde in support of an eight-division force.

4-9. Command Relationships

a. With Higher Commands. The medical brigade commander reports directly to the FASCOM commander. The brigade commander normally coordinates command and staff matters with higher and supported headquarters through command channels; however, he may be given authority to coordinate professional and technical medical matters directly with the senior medical staff officer found in the ACofS, personnel, section of the FASCOM headquarters. Since the medical brigade units operate within combat divisions and corps boundaries, the medical brigade commander may coordinate directly with the field army commander and the surgeon on the field army commander's staff on medical support of combat operations when so directed. This type of staff relationship may be necessary to provide immediate medical response to a changing combat situation.

b. With Parallel Commands. Normal staff relationships exist.

c. With Subordinate Units. Normal command and supervisory staff relationships within areas of assigned interest transpire. Formal directives go through command channels; informal liaison within areas of interest is direct.

4-10. Operational Concepts

a. Field Army Medical Service. The field army medical brigade headquarters provides command, control, planning, and continuous operation of the field army medical service. The medical service executes its mission through centralized control of decentralized operations. Policies provided for the effective integration of medical activities in the field army are coordinated with supported units.

b. Group Headquarters.

(1) The major subordinate command and control elements of the medical brigade consist of two forward and two rear medical group headquarters. The number of units attached to each group may vary according to the requirements of the tactical situation and specific assigned missions. The forward medical groups are concerned primarily with evacuation and hospitalization of patients from divisions. In

addition, they provide area medical service for troops in their area of operation. The rear medical groups provide backup medical support of the forward medical groups and area medical service for troops in the field army service area.

(2) The medical group commander normally provides staff medical advice to the support brigade (army or corps) commander providing support in the area supported by the medical group.

c. Hospitalization. The 400-bed evacuation hospital is the primary means of providing hospitalization within field army. This hospital provides care for all classes of patients. It also provides definitive care for those patients who can be returned to duty within the prescribed evacuation policy of the field army. For other patients, it provides treatment necessary to prepare them for evacuation to general hospitals of the communications zone (COMMZ). MASH hospitals are provided for emergency treatment of patients.

d. Evacuating Patients. Field army medical service is responsible for evacuating patients from division clearing stations to the hospitals of the field army and from field army to air and railhead transfer points.

e. Nondivisional Troops. The medical brigade provides medical service for corps and field army troops on an area basis. The service includes all functions associated with unit, division, and field army medical service.

f. Control of Evacuation. Medical regulating system provides the means for an orderly and efficient field army patient evacuation and treatment system. Careful control of the evacuation of patients to field army hospitals is necessary to effect an even distribution of cases, to insure adequate beds for current anticipated needs, and to route patients requiring specialized treatment to the proper installations. The medical regulating element of the field army medical brigade exercises this control. Automatic data processing equipment (ADPE), located throughout the field army in support brigades and in the FASCOM, assists the medical brigade in this function.

g. Speed and Efficiency. Hospitalization and treatment facilities provide patients with the

minimum therapy necessary to return them quickly to duty or to make them transportable for evacuation to elements of the COMMZ.

h. Army Medical Materiel Management. Medical materiel and its maintenance management and control are accomplished by medical service personnel in various medical units.

(1) Both medical treatment facilities and the medical depot are authorized to stock items listed in the medical section, *Federal Supply Catalog*, plus nonstandard medical items approved by the appointed command surgeon.

(2) The army medical depot performs medical inventory management and stock control functions; receives, stores, and issues medical supplies; accomplishes field maintenance of medical equipment; fabricates and repairs

spectacles; and assists in distributing whole blood to medical facilities in the field army. The army medical depot consists of a depot headquarters, a base platoon, and one advance platoon for each supported corps. The base platoon normally has a 10-day level of medical supplies. The depot headquarters and base platoon normally function in the field army service area, while the advance platoons usually function in the corps area. Division medical battalions draw their medical supplies from the advance medical platoon and, in turn, issue to division medical units. Hospitals in the field army service area draw medical supplies from the nearest medical depot. Smaller medical units are satellited on nearby hospitals for supply support.

Section III. MILITARY POLICE BRIGADE

4-11. General

a. The military police brigade provides military police services for the field army service area and functionalized support for the handling of prisoners of war, civilian internees, and U.S. military prisoners on an army-wide basis.

b. The brigade performs the following functions:

- (1) Traffic control.
 - (2) Handling prisoners of war and civilian internees.
 - (3) Maintenance of discipline, law and order.
 - (4) Crime prevention and investigation.
 - (5) Confinement of U.S. military prisoners.
 - (6) Physical security of critical and sensitive movements.
 - (7) Physical security of installations, facilities, and property.
 - (8) Circulation control of individuals.
 - (9) Assistance in rear area protection (RAP).
 - (10) Selection, training, organization, equipment, and employment of indigenous paramilitary and military police personnel.
- c.* This section discusses the military police brigade in general terms; FM 19-2 and FM 19-2-1 (Test) discuss it in more detail.

4-12. Organization

The typical military police brigade depicted in figure 4-2 reflects a number of command and control and subordinate functional elements before organization for support of a specific operation. The brigade normally consists of—

a. A brigade headquarters for command and control.

b. Two military police battalions, functioning as area support and command support elements.

c. A composite military police battalion headquarters, functioning as a command and control element for prisoner of war, civilian internee, and confinement operations.

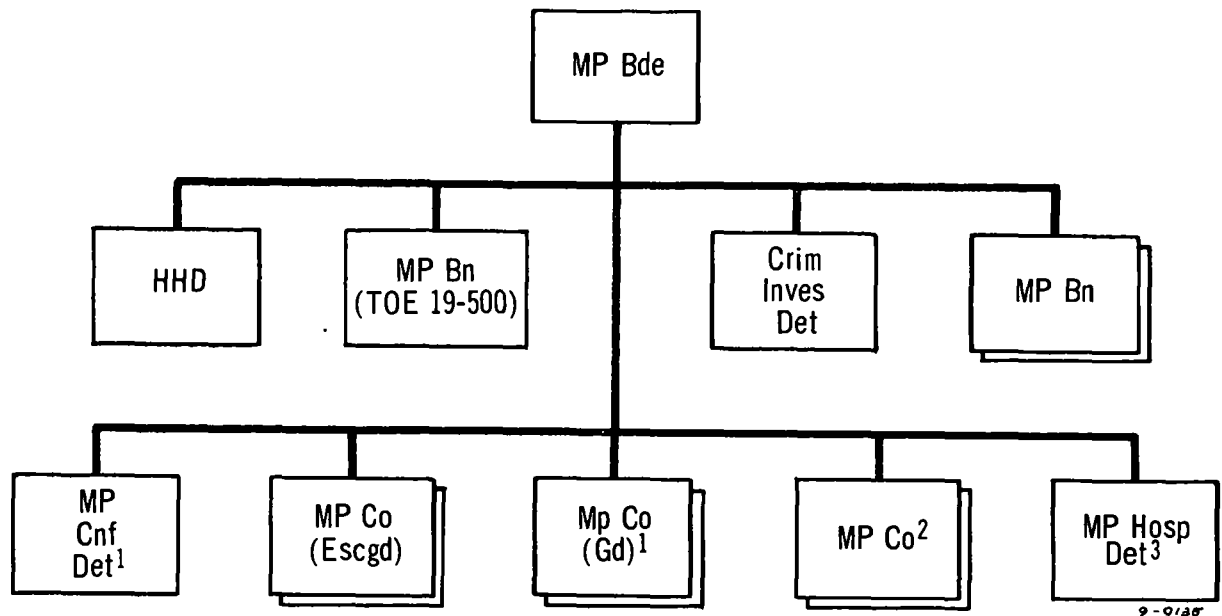
d. Two military police escort guard companies for evacuation of enemy prisoners of war and civilian internees.

e. Two military police guard companies: one for guarding prisoners of war and civilian internees and the other for supporting the confinement facility.

f. A confinement detachment as a functional element supporting the confinement facility.

g. A criminal investigation detachment as a functional element for crime prevention and investigation on an area basis.

h. Two separate military police companies providing physical security for field army,



¹Attached as required to MP Bn (TOE 19-500).

²Attached to field army and FASCOM headquarters.

³Attached to convalescent center

Figure 4-2. MP bde in support of an eight-division force.

FASCOM, and army support brigade headquarters.

i. A military police hospital detachment providing physical security for the field army convalescent center.

4-13. Command Relationships

a. *With Higher Commands.* The military police brigade, under the direct command control of the FASCOM headquarters, receives staff supervision from military police staff officers in the ACoS, personnel, section; ACoS, security, plans, and operations, section; and ACoS, movements, section.

b. *With Parallel Commands.* This brigade coordinates closely with the other commands on operational matters. For example, coordination is conducted with the medical brigade on injured prisoners of war and convalescent center security activities, the traffic headquarters on traffic control activities, and the civil affairs brigade on indigenous police matters.

c. *With Subordinate Units.* The military police brigade exercises command and control over all military police units in the field army service area with the exception of the two separate military police companies and the hospital security detachment, which are under the operational control of the headquarters that they support.

d. *With Other Commands.* The interzonal nature of prisoner of war activities and traffic control for throughput movements requires continuous coordination with elements of the COMMZ, corps support brigade, and division military police units.

4-14. Operational Concepts

a. Military police battalions of the brigade are employed in the field army service area. These battalions may also be employed in support of the corps support brigade military police battalions when required.

b. The unit resources for functionally ori-

ented military police support normally found in the field army service area include—

(1) A composite military police battalion. This battalion accomplishes the brigade commander's responsibility for operating the field army stockade and prisoner of war/civilian internee cage and for evacuating prisoners of war. The numbers and the types of units within this battalion depend on the anticipated number of enemy prisoners of war, civilian internees, and military prisoners to be received, guarded, cared for, and evacuated from the combat zone. In the typical field army organi-

zation discussed in this manual, the battalion consists of a battalion headquarters, two military police guard companies, a military police confinement detachment, and two escort guard companies.

(2) A military police criminal investigation detachment. This detachment is located with the brigade headquarters and is generally oriented toward the requirements in the field army service area. It maintains a capability to support the forward criminal investigation detachment when required.

Section IV. TRANSPORTATION BRIGADE

4-15. General

a. The transportation brigade provides transportation services to the field army area. When necessary, it can also augment the organic transportation units assigned to the corps support brigade to provide increased capabilities at that level.

b. The brigade provides the following services:

(1) Long-haul motor transportation and, as required, local delivery of personnel and cargo.

(a) Backup support for movements originating in a corps support brigade area.

(b) In a corps support command (COS-COM) organization, the motor transport service includes the provision of transport for port clearance operations when a corps operates independently.

(2) Airlift capability for select cargo, personnel replacements, medical evacuation, and unscheduled or emergency missions.

(3) Terminal services as required.

(4) Transportation for airdrop of personnel and materiel if Air Force aviation units are attached.

(5) Army air line of communications for necessary support of units when resupply by surface means is not feasible.

c. This section discusses the transportation brigade in general terms; FM 55-9 discusses it in more detail.

4-16. Organization

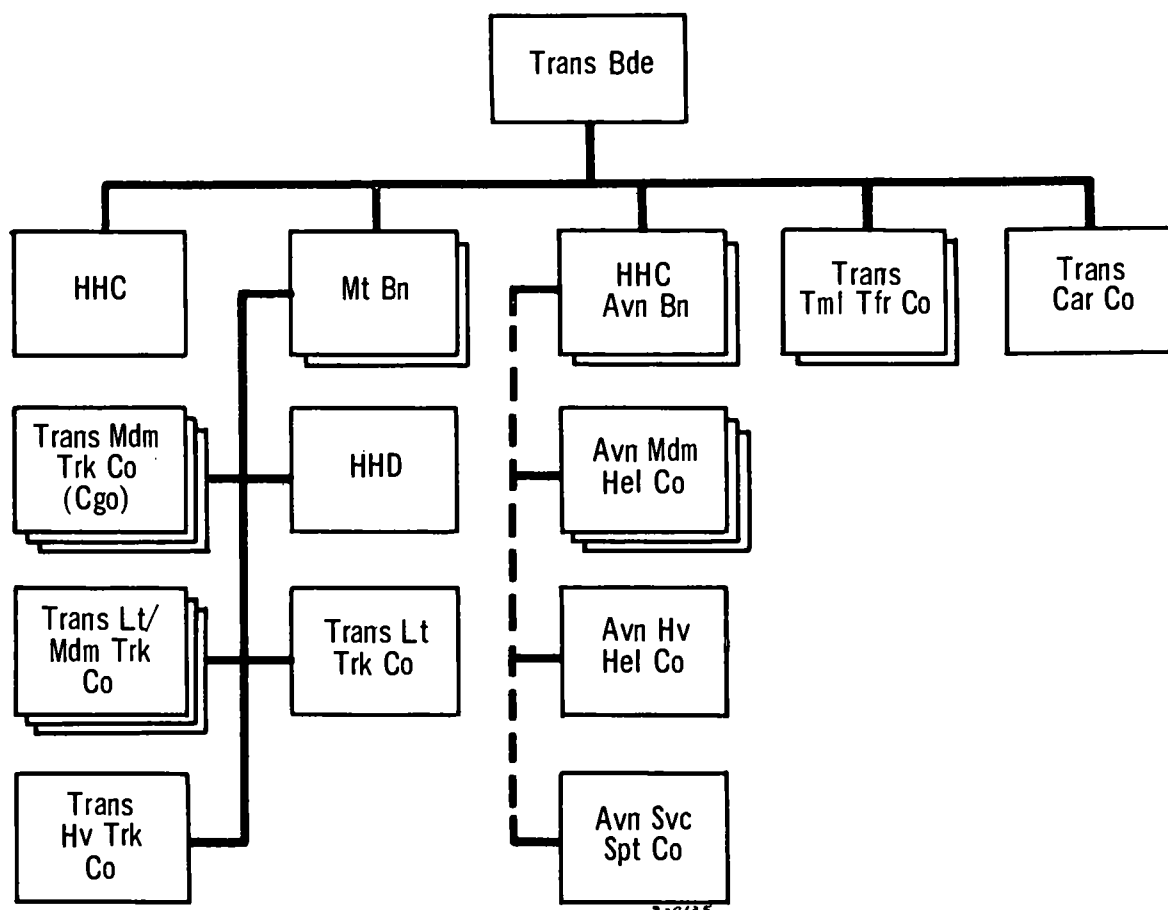
The transportation brigade (fig. 4-3) normally consists of a headquarters and headquarters company, two motor transport battalions, two aviation battalions, two transportation terminal transfer companies, and a transportation car company. The major elements are the motor transport battalions and the aviation battalions, which are described generally below.

a. *Motor Transport Battalion.* Each motor transport battalion includes a headquarters, a light truck company, two medium truck companies, three light/medium truck companies, and a heavy truck company.

b. *Aviation Battalion.* The two aviation battalions consist of the headquarters elements, three medium helicopter companies, a heavy helicopter company, and an aviation service support company. One battalion normally deploys in the field army service area, while the other normally deploys in the forward area; the numbers and the types of companies assigned to each battalion vary with specific requirements and missions.

4-17. Command Relationships

a. *With Higher Commands.* The transportation brigade is under the command of FAS-COM headquarters. It receives policy direction, broad guidance and planning, and general supervision from this headquarters.



LEGEND

--- Variable number of units assigned.

Figure 4-3. Trans bde in support of an eight-division force.

b. *With Parallel Commands.* Normal staff relationships exist.

c. *With Subordinate Units.* Transportation brigade headquarters exercises mission management control over subordinate units through command channels.

d. *With FASCOM Movement Control Center.* Formal relationships exist through command channels; however, close informal liaison is maintained on technical matters.

4-18. Operational Concepts

Railheads, airheads, and truckheads within the field army area are the responsibility of FASCOM ACofS, movements, to establish in coordination with TASCOC and the transportation

brigade commander. When the physical shifting of cargo from one carrier to another is required, the transportation brigade assigns one of its terminal transfer companies, or an element thereof, to accomplish the transfer. The FASCOM movement control center (MCC) commits the transport capability of the task units attached to the transportation brigade. Replacements flow from continental United States (CONUS) to the COMMZ and to the field army service area. When facilities exist, intertheater aircraft may deliver to corps area. Replacements generated in the COMMZ move directly to field army, corps, or division base

by Air Force aircraft when appropriate facilities exist for them. When facilities do not exist for Air Force aircraft in the forward area, the MCC arranges the deliveries of replacements

using available field army air or surface transport. Aircraft will be used in return flights to transport evacuees and high-dollar-value reparables.

CHAPTER 5

ENGINEER AND COMMUNICATIONS SUPPORT

Section I. ENGINEER SUPPORT

5-1. General

Engineer support in the field army area includes construction and other services that units assigned to the corps or field army perform for the field army support command (FASCOM) and those that engineer service teams attached to and controlled by the FASCOM perform. This section discusses engineer support services in general terms; FM 5-142 discusses them in more detail.

a. Engineer Combat Brigades.

(1) *Mission and functions.* The engineer combat brigades assigned to the corps and field army perform engineer construction support for the FASCOM on a mission or task basis. These brigades command all separate engineer units in the corps and field army areas and in the combat zone of an independent corps and provide general engineer support to all elements of these forces. Within their respective areas of operation, the engineer combat brigades—

(a) Provide staff planning, command, control, and supervision of the operations of all assigned and attached units (normally two to three engineer groups, topographic companies, or battalions and other separate companies and detachments).

(b) Provide an engineer staff to corps or field army headquarters as appropriate.

(c) Conduct engineer reconnaissance and supervise the collection, evaluation, and dissemination of engineer intelligence.

(d) Under the general staff guidance of the G2, plan and supervise topographic support of their assigned echelon.

(e) Plan for employment of atomic demolition munitions and supervise execution of these demolitions.

(2) Command relationship.

(a) *With higher commands.* The engineer brigade commander, a staff officer on the staff of the headquarters to which assigned, is responsible for both staff planning and providing engineer combat, construction, and topographic support. In the technical staff role, he routinely provides advice and assistance to the FASCOM for performance of the engineer service functions.

(b) *With parallel commands.* The engineer combat brigades maintain close coordination with other commands on operational matters.

(c) *With other commands.* The field army engineer coordinates with the assistant chief of staff (ACofS), services and engineering, elements of the communications zone (COMMZ), and with the commander of the TASCOT engineer command (ENCOM) on matters of construction and topographic support to the field army. He coordinates to insure that field army engineer operations reflect theater policies and programs.

b. Engineer Service Teams. FASCOM, corps and army support brigade headquarters are responsible for installations support. Engineer utilities, firefighting, and real estate teams assigned to FASCOM and the support brigades provide this support.

5-2. Concept of Operations

a. General.

(1) The construction support required by the combat service support activities, through critical to FASCOM operations, is, however, a minor segment of the total construction effort required of the engineer brigade in the combat zone.

(2) FASCOM installations support involving real estate, repair and utilities, and fire protection, while less extensive in scope than combat zone construction, is important to the functioning of supported forces.

b. Construction Requirements. Combat zone engineer support requirements for combat service support operations include the following:

(1) Construction or rehabilitation of facilities for administrative use.

(2) Rehabilitation or new construction of facilities for hospitals and other medical purposes.

(3) Construction of hardstand with covered storage provided under canvas for supply storage. Using units may erect the latter. In some cases, units may rehabilitate existing structures for this purpose.

(4) Extension of pipelines and bulk storage for petroleum, oil, and lubricants (POL) into the field army service area. Field army engineer units augmented by pipeline construction support companies accomplish construction forward of the field army rear boundary.

(5) Significant construction support of access roads serving the FASCOM installations, exclusive of those integral to facilities previously mentioned.

c. Procedures and Policies. The corps and field army engineer brigades routinely operate in accordance with engineer support plans based on policies and priorities that the force commander at each echelon establishes. Such plans incorporate the requirements of all sup-

ported commands including construction support to elements of the FASCOM that are within the engineer brigade area of responsibility. These plans identify tasks, allocate engineer effort in accordance with command (corps and army) priorities, and prescribe completion dates or schedules.

d. Other Combat Engineer Support. As a part of their general support (GS) mission, the corps and field army engineer combat brigades provide topographic support and water purification support to the FASCOM.

e. Installations Support.

(1) Utilities support requirements in the FASCOM area of responsibility vary with the tempo of combat and the type of facilities that supported units occupy. In an eight-division field army, six utilities detachments are assigned.

(2) Fire protection of all military facilities is an important FASCOM mission if operating efficiency is to be maintained. In an eight-division field army, six firefighting platoons are assigned.

(3) The real estate support function is also a part of the FASCOM mission. An engineer real estate detachment performs this function for the FASCOM. This detachment, under the direct control of the ACofS, services, operates throughout the combat zone to acquire, inventory, record, and dispose of real property that elements of the field army require.

Section II. COMMUNICATIONS SUPPORT

5-3. General

The army signal brigade provides area and command communications support for the FASCOM. However, some elements of the FASCOM have organic signal communications equipment and personnel to provide internal communication. The army signal brigade operates the army area communications system, which is composed primarily of signal centers located throughout the field army area. These centers provide communications center service to units in their areas. In addition, they serve as central points for wire service to units in

the area that are authorized telephone and teletype equipment. The centers are located to permit easy access to supported units and to provide alternate routing during emergencies. Telephone and teletype equipment organic to the signal companies and to elements of the FASCOM is connected to the facilities provided by the area communications systems. Communication is maintained principally by radio relay, cable, or a combination of both. The army signal brigade provides systems control, circuit routing facilities, and technical control and supervision over the field army signal communications system.

5-4. FASCOM Communications Responsibilities

The FASCOM commanding general has responsibilities related to communications operations within the command and to the support that the area communications system provides. The ACofS, security, plans, and operations, has staff responsibility for FASCOM communications operations.

a. The FASCOM commanding general is responsible for command and control of organic communications-electronics facilities in command headquarters and in all subordinate elements. His overall responsibility includes—

(1) Preparing the FASCOM signal operation instructions and standing signal instructions.

(2) Managing frequencies assigned to FASCOM.

(3) Preparing communications security instructions.

(4) Preparing communications-electronics portions of plans, orders, and standing operating procedures.

b. The FASCOM commanding general is also responsible for coordination with the army signal brigade commanding general in matters related to the overall support provided to his command by the brigade. He submits requirements for support to be provided by the army area communications system. In performing these functions, he establishes standing operating procedures for the submission of communications support requirements by subordinate elements.

5-5. Signal Elements in Support of FASCOM

The FASCOM has a signal operations company (medium headquarters) TOE 11-127 assigned. This signal company furnishes terminal-type communications and photographic support for the FASCOM headquarters. The three signal operations companies (small headquarters) TOE 11-147 are assigned for two corps support brigades and the army support brigade. These signal companies furnish the support

brigade headquarters terminal-type communications and photographic service.

5-6. FASCOM Radio Communications

The signal operations companies (small headquarters and medium headquarters) and certain other elements assigned or attached to the support command have organic radios that enable them to operate unit nets.

a. *FASCOM Headquarters.* The army command radio and cable battalion, army signal brigade, provides the support command headquarters a station in the field army command net in which field army headquarters is the net control station. The signal operations company (medium headquarters) is provided the signal brigade for attachment to the FASCOM. This signal company furnishes terminal-type communications and photographic support for the FASCOM headquarters.

b. *Support Brigade Headquarters.* Each support brigade headquarters enters into three radio nets by means of equipment and personnel that the signal operations company (small headquarters) provides. Each corps support brigade headquarters has stations in the corps net and the FASCOM command/logistic net. In addition, each has the net control station for its own brigade net in which the subordinate support groups maintain stations. The army support brigade has net control stations in its brigade command net and in the rear area protection (RAP) net. In addition, army support brigade has a station in the FASCOM command/logistic net. Other stations in the RAP net include FASCOM headquarters, the two rear area operations centers (RAOC) assigned to the army support brigade, and any other units in the army service area having special security or area protection functions.

5-7. Communications Security

Communications security (COMSEC) assistance for facilities used by FASCOM and for organic communications facilities of FASCOM elements is provided by the U.S. Army Security Agency (USASA) group (FM 32-5) attached to the field army.



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APPENDIX A

REFERENCES

A-1. Army Regulations (AR)

(C) 10-122	Organization and Functions, United States Army Security Agency (U).
11-14	Army Programs—Logistic Readiness.
220-1	Unit Readiness.
320-5	Dictionary of United States Army Terms.
320-50	Authorized Abbreviations and Brevity Codes.
700-1	Maintenance, Distribution, and Use of Supply Management Data—Army Master Data File.
711-16	DSU/Installation Stock Control and Supply Procedures.
725-50	Requisitioning, Receipt, and Issue System.
735-11	Accounting for Lost, Damaged, and Destroyed Property.
735-35	Supply Procedures for TOE and TDA Units or Activities.
750-1	Maintenance Concepts.
750-5	Organization, Policies, and Responsibilities for Maintenance Operations.
750-10	Materiel Readiness (Serviceability of Unit Equipment).
755-26	Disposal of Supplies and Equipment—Captured Enemy Equipment and Other Foreign Materiel.

A-2. Field Manual (FM)

3-1 (Test)	Chemical, Biological, Radiological (CBR) Combat Service Support, TASTA-70.
5-142	Nondivisional Engineer Combat Units.
8-16	Medical Service, Field Army.
9-6	Ammunition Service in the Theater of Operations.
9-6-1 (Test)	Ammunition Service in the Theater of Operations—TASTA-70.
10-8	Air Delivery of Supplies and Equipment in the Field Army.
10-50	Supply and Transport Battalion, Division Support Command.
10-60	Supply of Subsistence in a Theater of Operations.
11-127	Signal Medium Headquarters Operations Company.
11-147	Signal Small Headquarters, Operations Company.
12-2	Adjutant General Support in Theaters of Operations.
14-3	Comptroller Support in Theaters of Operations.
16-5	The Chaplain.
19-2	Military Police Support in the Field Army.
19-2-1 (Test)	Military Police Support, Field Army Support Command (FASCOM).
19-45-1 (Test)	Rear Area Protection.
21-40	Chemical, Biological, and Nuclear Defense.
29-3	Direct Support Supply and Service in the Field Army.
29-10	Supply Management in the Field Army.
29-20	Maintenance Management in Theaters of Operations.

29-22	Maintenance Battalion and Company Operations (Nondivisional).
29-45	General Support Supply and Service in the Field Army.
39-9	Military Intelligence Battalion, Field Army.
31-16	Counter guerrilla Operations.
31-23	Stability Operations, U.S. Army Doctrine.
(C) 32-5	Signal Security (SIGSEC) (U).
(S) 32-10	United States Army Security Agency in Support of a Field Army (U).
41-10	Civil Affairs Operations.
41-15 (Test)	Civil Affairs Support TASTA-70.
54-2	The Division Support Command.
54-4	The Support Brigade.
54-7	Theater Army Support Command.
55-4	Transportation Movements in Theaters of Operations.
55-9	Transportation Services and the Transportation Brigade in the Field Army.
55-10	Transportation Movements Services, Field Army.
55-35	Motor Transport Operations and Motor Transport Units.
55-46	Army Air Transport Operations.
55-56	Transportation Terminal Transfer Company.
61-100	The Division.
100-10	Combat Service Support.
100-15	Field Service Regulations—Larger Units.
101-5	Staff Officers' Field Manual—Staff Organization and Procedure.
101-10-1	Staff Officers' Field Manual—Organizational, Technical, and Logistical Data—Unclassified Data.
101-10-2	Staff Officers' Field Manual—Organizational, Technical, and Logistical Data—Extracts of Tables of Organization and Equipment.
(S) 101-10-3	Staff Officers' Field Manual—Organizational, Technical, and Logistical Data—Classified Data (U).

A-3. Technical Manuals (TM)

3-210	Fallout Prediction.
5-700	Field Water Supply.
38-750	Army Equipment Record Procedures.
38-750-1	Maintenance Management: Field Command Procedures.

A-4. Joint Publications

JCS Pub. 1	Dictionary of United States Military Terms for Joint Usage.
JCS Pub. 2	Unified Action Armed Forces (UNAAF).

APPENDIX B

COMBAT SERVICE SUPPORT OF A TYPICAL EIGHT-DIVISION FORCE

B-1. Force Structure

Div trps	127,000 (one division = 15,875)
Corps trps	62,500 (one corps = 94,750)
Army trps	97,500
	(287,000) = one field army

B-2. Troop List

The following troop list represents a typical FASCOM in support of an eight division force. Flexibility is provided by using the company as the basic unit. There are no fixed organizations above the company level. Many of the tables of organization and equipment (TOE) contained in these lists are currently under development. Refinements of TOE may cause changes in overall totals.

Users of this manual must consider the operational environment and the organization and missions of the supported forces as influencing factors in the development of a FASCOM.

Troop List: FASCOM in Support of a Typical Eight-Division Force

Unit	TOE	Strength	Number	Total
<i>Headquarters:</i>				
HQ & sp trps, FASCOM	54-12	440	1	440
HHC, spt bde (corps)	54-22	280	2	560
HHC, spt bde (army)	54-22	260	1	260
HHC, spt gp	29-102	143	6	858
				2,118
<i>Personnel services:</i>				
HHD, P&A bn	12-66	61	3	183
Pers svcs co	12-67	814	3	2,442
Admin svcs det	12-570	43	3	129
Fin DS co	14-17	101	11	1,111
Repl reg det	12-560	36	10	360
APO	12-550	36	10	360
SPS det	12-18	40	3	120
Band	12-107	29	3	87
				4,792
<i>Civil affairs:</i>				
CA bde	41-201	186	1	186
CA bn	41-500	106	3	318
CA co	41-500	113	12	1,356
				1,860
<i>Judge advocate general (JAG):</i>				
JAG det (det HQ)	27-500 (AA)	4	1	4
JAG det (claims)	27-500 (FA)	4	4	16
JAG det (claims)	27-500 (FB)	10	1	10
JAG det (war crimes)	27-500 (GA)	4	2	8
JAG det (war crimes)	27-500 (GB)	5	1	5
JAG det (GCM trial)	27-500 (HA)	6	3	18
JAG det (GCM trial)	27-500 (HB)	10	1	10
JAG det (legal asst)	27-500 (IA)	3	4	12
JAG det (legal asst)	27-500 (IB)	4	1	4
				87

<i>Unit</i>	<i>TOE</i>	<i>Strength</i>	<i>Number</i>	<i>Total</i>
<i>Medical services:</i>				
Med holding co	8-57	90	2	180
HHD, med bde	8-112	71	1	71
HHD, med gp	8-122	50	4	200
HHD, med bn	8-126	39	6	234
MASH	8-571	91	8	728
Med air amb co	8-137	201	2	402
Med amb co	8-127	102	10	1,020
Med clr co	8-128	130	10	1,300
Med coll co	8-129	191	2	382
Conv cen	8-590	225	1(-)	194
Evac hosp	8-581	229	16	3,664
PVNTMED svc unit, fld	8-204	114	1	114
Med lab	8-650	111	1(-)	86
Army med dep	8-667	200	1(-)	168
Med svc org 8-500:				
Co HQ	Tm AC	8	3	24
HQ, vet proof svc	Tm AF	4	1	4
HQ, med prof svc	Tm AG	15	2	30
HQ, den prof svc	Tm AI	4	3	12
Vet small animal hosp det	Tm ID	15	1	15
Vet small animal disp det	Tm IE	8	4	32
Vet svc det, small	Tm JA	6	2	12
Vet svc det, large	Tm JB	54	1	54
Surgical det	Tm KA	7	4	28
Ortho det	Tm KB	7	4	28
Shock det	Tm KC	4	2	8
Maxillo-facial det	Tm KD	7	2	14
Neurosurgical det	Tm KE	7	4	28
Thoracic det	Tm KF	7	2	14
Med trmt det (cml agts)	Tm KG	14	2	28
Den op det	Tm KI	2	2	4
Den svc det	Tm KJ	37	19	703
Den prosthetic det, mbl	Tm KK	4	10	40
Psychiatric det	Tm KO	19	2	38
Blood dist det	Tm NC	8	1	8
Med det	Tm OA	9	20	180
MID	Tm QA	12	2	24
Hel amb det	Tm RA	48	8	384
Air crash rsq	Tm RC	15 ^a	12	180
Air crash rsq	TM RD	7 ^a	8	56
				10,421
<i>Military police service:</i>				
HHD, MP bde	19-262	61	1	61
HHD, MP bn	19-76	59	4	236
HHD, MP bn (comp)	19-500	28	1	28
MP co	19-77	186	16	2,976
MP ESCRG co	19-47	140	2	280
MP gd co	19-247	123	2	246
MP phys scy co	19-97	141	2	282
MP crim inves det	19-500	4	2	8
MP crim inves det	19-500	27	1	27
MP cnf det	19-500	26	1	26
MP hosp scy det	19-500	38	1	38
				4,208

^a Estimated.

<i>Unit</i>	<i>TOE</i>	<i>Strength</i>	<i>Number</i>	<i>Total</i>
<i>Ammunition service:</i>				
HHC, ammo GS gp	9-22	92	2	184
HHC, ammo bn (GS)	9-36	101	4	404
Ammo co (DS/GS)	9-38	315	12	3,780
Sp ammo sup co (DS)	9-47	194	4	776
Sp ammo co (GS)	9-48	176	2	352
GM maint co (GS)	9-59	277	2	554
Msl spt det (DS) (EK)	9-500	52	4	208
EOD det con (GB)	9-520	11	2	22
EOD det dspo (GA)	9-520	13	10	130
GM maint co (GS)	9-577	167	1	167
(Persh)				6,577
<i>Maintenance service:</i>				
Maint mgt det (FASCOM)	29-403	19	1	19
Maint mgt det (spt bde)	29-403	26	3	78
HHD, maint bn	29-136	63	18	1,134
Maint spt co	29-208	305	11	3,355
Lt maint co (DS)	29-207	214	22	4,708
Acft maint co (DS)	55-457	265	11	2,915
Hv equip maint co (GS)	29-137	303	18	5,454
Coll & clas co	29-139	216	3	648
Tire rep co	9-117	160	1	160
LE maint co (GS)	29-134	276	6	1,656
HHC, acft maint bn	55-66	134	2	268
Acft maint co (GS)	55-458	290	9	2,610
				23,005
<i>Supply and service:</i>				
Invt con co (FASCOM)	29-402	263	1	263
Stock con co (spt bde) (corps)	29-404	187	3	561
Stock con co (spt bde) (army)	29-404	187	1 (-)	150
HHC, S&S bn	29-146	101	9	909
S&S co (DS)	29-147	302	12	3,624
Fld svc co (GS) (fwd)	29-114	306	8	2,448
Fld svc co (GS) (army)	29-124	295	2	590
Gen sup co	29-118	215	12	2,580
Acft and msl rep parts sup co	29-129	274	2	548
Rep parts sup co (GS) (fwd)	29-119	226	4	904
Rep parts sup co (GS) (army)	29-119	277	2	554
Hv mat sup co	29-127	200	4	800
Airdrop sup co	10-407	271	1 (-)	217
HHC, petrl sup bn	10-226	84	3	252
Petrl sup co	10-227	306	4	1,224
Tm BA, sales det, mbl	10-500	3	21	63
Tm BB, sales det, smbl	10-500	5	3	15
Tm BC, sales det, supv	10-500	8	3	24
Tm JC, petrl lab (mbl)	10-500	7	3	21
Tm FA, ffig HQ	5-510	4	4	16
Tm FB, fire trk	5-510	6	4	24
Tm FC, water trk	5-510	2	4	8
Tm FD, brush fire trk	5-510	2	12	24
Tm HC, util	5-530	31	4	124
Tm HD, util	5-530	52	2	104
Tm HH, real estate	5-530	16	1	16
Tm GF, gas genr	5-520	27	1	27
Tm GG, CO ₂	5-520	13	1	13
				16,203

Unit	TOE	Strength	Number	Total
<i>Transportation service:</i>				
Mov con co (FASCOM)	55-6	166	1	166
Mov con co (spt bde)	55-7	79	2	158
HHD, trans bde	55-62	105	1	105
HHD, MT bn	55-16	41	5	205
Trans car co (+)	55-19	107	3	321
Trans lt trk co (2½-ton)	55-17	175	2	350
Trans lt trk co (5-ton)	55-17	179	2	358
Trans lt/mdm trk co	55-67	202	18	3,636
Trans mdm trk co (cgo)	55-18	183	4	732
Trans mdm trk co (petrl)	55-18	384	10	3,840
Trans hv trk co	55-28	155	4	620
Trans tml trf co	55-118	266	2	532
HHD, avn bn	1-256	77	2	154
Avn mdm hel co	1-258	239	3	717
Avn hv hel co	1-259	129	1	129
Avn svc spt co	1-407	165	1	165
				<u>12,188</u>
Total FASCOM				81,459 ^b

^b Does not include army trps that may be assigned or attached to FASCOM such as army artillery, separate brigades, and MI organizations.

INDEX

	Paragraph	Page		Paragraph	Page
Administrative services	3-12a	3-6	Engineer combat brigades:	5-1	5-1
Administrative support	3-9b	3-6	Command relationship	5-1a(2)	5-1
Operational concepts	3-12	3-6	Concept of operations	5-2	5-1
Ammunition:	3-31	3-21	Mission	5-1a	5-1
Combat zone	3-31d	3-22	EOD service	3-37	3-25
COMMZ	3-31c	3-21	FASCOM:		
Maintenance:	3-35	3-24	Basic characteristics of	1-5	1-2
Conventional	3-35a	3-24	Capabilities	2-1b	2-1
Missile system components ..	3-35c	3-24	Command relationships	2-3	2-1
Special	3-35b	3-24	Communications responsibilities ..	5-4	5-3
Service	3-31b	3-21	Headquarters	2-1-2-3,	2-1,
Shipment	3-31f	3-22	5-6a	5-3	
Special	3-32b	3-22	Mission	2-1a	2-1
Stockage levels	3-31e	3-22	Operational concepts	2-4	2-2
Supply	3-31a	3-21	Operations	2-5	2-3
Tactical control	3-32	3-22	Special staff	2-14	2-8
Area damage control	1-6	1-4	Staff	2-6-2-16	2-3
Automatic data processing center ..	2-15	2-9	Field army, basic characteristics of ..	1-4	1-1
Chaplain service	2-6j	2-4	Field services:		
Chemical, biological, and radiological			Bakery	3-30j	3-20
elements	1-2b	1-1	Bath and clothing	3-30k	3-20
Chemical, biological, radiological			Decontamination	3-30g	3-20
weapons, impact of	1-8	1-4	Direct support	3-30b	3-19
Civil affairs:	4-1	4-1	General support	3-30c	3-19
Brigade:	4-1-4-6	4-1	Graves registration	3-30h	3-20
Command relationships	4-4	4-2	Labor	3-30h	3-20
Mission	4-2	4-1	Laundry	3-30d	3-19
Operational concepts	4-5	4-2	Renovation	3-30e	3-19
Organization	4-3	4-2	Salvage	3-30f	3-19
Units	4-6	4-3	Finance service	3-12i	3-8
Service	2-8	2-5	General support maintenance	3-15,	3-9,
Command relationships:			3-17b	3-10	
Civil affairs brigade	4-4	4-2	Graves registration	3-30i	3-20
Engineer brigade	5-1a(2)	5-1	Intelligence	2-9f,	2-6,
FASCOM	2-3	2-1	4-5c(6)	4-2	
Medical brigade	4-9	4-5	Inventory control center	2-16	2-9
Military police brigade	4-13	4-7	Labor service	3-30h	3-20
Support brigade	3-3,	3-1,	Laundry service	3-30d	3-19
3-7e	3-5		Legal service	2-14c	2-8
Transportation brigade	4-17	4-8	Maintenance:	3-13	3-8
Commanding general, FASCOM	1-5d	1-2	Ammunition	3-35	3-24
Communications	5-3-5-7	5-2	Data collection	3-16b	3-10
Communications security	5-7	5-3	Direct support	3-14	3-9
COSCOM	3-38-3-41	3-25	General support	3-15	3-9
Decontamination	2-9h,	2-6,	Management	3-16	3-9
3-30g	3-20		Organizaiton and capabilities ..	3-17	3-10
Direct support maintenance	3-14,	3-9,	Services	3-13	3-8
3-17a	3-10				

	Paragraph	Page		Paragraph	Page
Staff organization for	2-12	2-7	Repair parts distribution	3-36	3-25
Medical:			Repair parts supply	3-24e(4)	3-16
Brigade:	4-7—4-10	4-4	Replacements	3-12c	3-7
Command relationships	4-9	4-5			
Operational concepts	4-10	4-5	Salvage	3-30f	3-19
Organization	4-8	4-4	Security:	2-9	2-6
Service	2-6k	2-4	Communications	5-7	5-3
Medical supply	4-10h	4-6	Signal brigade	5-3	5-2
Military police service:	3-22	3-13	Signal company	5-5	5-3
Brigade:			Signal elements	5-5	5-3
Command relationships	4-13	4-7	Special ammunition	3-32b	3-22
Operational concepts	4-14	4-7	Special services	3-12g	3-8
Organization	4-12	4-6	Special staff, FASCOM	2-14	2-8
Command relationships	3-22b	3-13	Staff:		
Operational concepts	3-23	3-14	Field army	1-4c	1-2
Missile support	3-35c	3-24	FASCOM:		
Movement control	2-13	2-8	Civil affairs	2-8	2-5
			Comptroller	2-7	2-4
Operational concepts:			Maintenance	2-12	2-7
Civil affairs brigade	4-5	4-2	Movements	2-13	2-8
Engineer brigade	5-2	5-1	Personnel	2-6	2-3
FASCOM	2-4	2-2	Security, plans, and		
Medical brigade	4-10	4-5	operations	2-9	2-6
Military police brigade	4-14	4-7	Services	2-10	2-6
Transportation brigade	4-18	4-9	Supply	2-11	2-7
Operations:			Supply and services:	3-24	3-14
FASCOM	2-5	2-3	Alternates	3-24b	3-14
Service	3-30	3-19	Ammunition	3-31a	3-21
Storage, supplies	3-28	3-18	Bulk petroleum	3-24e(5)	3-17
Support brigade	3-4	3-2	Class I and III	3-24e(1)	3-16
Transportation	3-21	3-12	Class II and VII	3-24e(3)	3-16
Ordnance ammunition operations	3-31	3-21	Class IV and X	3-24e(2)	3-16
Organization:			Functions	3-26	3-17
Army-wide services	4-3,	4-2,	General	3-27	3-17
	4-8,	4-4,	Management centers	3-24a	3-14
	4-12,	4-6,	Repair parts	3-24e(4)	3-16
	4-16	4-8	Storage	3-28	3-18
FASCOM headquarters	2-1	2-1	Support brigade:	3-1	3-1
Maintenance	3-17	3-10	Command relationships:	3-3,	3-1,
Supply	3-29	3-19		3-7e	3-5
Support brigades	3-2,	3-1,	Headquarters	3-5—3-6,	3-4,
	3-17	3-10		5-6b	5-3
			Operations	3-4	3-2
Personnel management	3-12b	3-7	Organization	3-2	3-1
Personnel service	3-12	3-6			
Postal service	3-12f	3-8	Traffic control	3-22	3-13
Printing and publications	3-12e	3-8	Transportation service:	3-18	3-11
Procurement	2-11k,	2-7,	Brigade:	4-15	4-8
	2-14c	2-8	Command relationships	4-17	4-8
			Operational concepts	4-18	4-9
Radio communications	5-6	5-3	Organization	4-16	4-8
Real estate	2-10,	2-6,	Employment	3-19	3-11
	5-2e(3)	5-2	Operations	3-21	3-12
Rear area protection	1-6	1-4	Relationships	3-20	3-11

By Order of the Secretary of the Army:

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